

## Section 1: 10-Q (10-Q)

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**UNITED STATES  
SECURITIES AND EXCHANGE COMMISSION  
WASHINGTON, DC 20549**

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**FORM 10-Q**

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(Mark One)

**QUARTERLY REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934**

For the quarterly period ended March 31, 2019

OR

**TRANSITION REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934**

For the transition period from \_\_\_\_\_ to \_\_\_\_\_

Commission File Number: 001-38184

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**CAMBRIDGE BANCORP**

(Exact Name of Registrant as Specified in its Charter)

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Massachusetts  
(State or other jurisdiction of  
incorporation or organization)

1336 Massachusetts Avenue  
Cambridge, MA  
(Address of principal executive offices)

04-2777442  
(I.R.S. Employer  
Identification No.)

02138  
(Zip Code)

Registrant's telephone number, including area code: (617) 876-5500

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Indicate by check mark whether the registrant (1) has filed all reports required to be filed by Section 13 or 15(d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the registrant was required to file such reports), and (2) has been subject to such filing requirements for the past 90 days. Yes  No

Indicate by check mark whether the registrant has submitted electronically every Interactive Data File required to be submitted pursuant to Rule 405 of Regulation S-T (§ 232.405 of this chapter) during the preceding 12 months (or for such shorter period that the registrant was required to submit such files). Yes  No

Indicate by check mark whether the registrant is a large accelerated filer, an accelerated filer, a non-accelerated filer, smaller reporting company, or an emerging growth company. See the definitions of "large accelerated filer," "accelerated filer," "smaller reporting company," and "emerging growth company" in Rule 12b-2 of the Exchange Act.

Large accelerated filer	<input type="checkbox"/>	Accelerated filer	<input checked="" type="checkbox"/>
Non-accelerated filer	<input type="checkbox"/>	Small reporting company	<input type="checkbox"/>
		Emerging growth Company	<input type="checkbox"/>

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act.

Indicate by check mark whether the registrant is a shell company (as defined in Rule 12b-2 of the Exchange Act). Yes  No

Common Stock  
(Title of each class)

CATC  
(Trading symbol)

NASDAQ  
(Name of each exchange on which registered)

As of April 30, 2019, the registrant had 4,846,250 shares of common stock, \$1.00 par value per share, outstanding.

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**PART I—FINANCIAL INFORMATION**

**Item 1. Financial Statements.**

**CAMBRIDGE BANCORP AND SUBSIDIARIES  
UNAUDITED CONSOLIDATED BALANCE SHEETS**

	<u>March 31, 2019</u>	<u>December 31, 2018</u>
	<u>(dollars in thousands, except par value)</u>	
<b>Assets</b>		
Cash and cash equivalents	\$ 37,006	\$ 18,473
Investment securities		
Available for sale, at fair value (amortized cost \$147,377 and \$172,290, respectively)	144,762	168,163
Held to maturity, at amortized cost (fair value \$300,607 and \$281,310, respectively)	298,830	282,869
Total investment securities	443,592	451,032
Loans held for sale, at lower of cost or fair value	—	—
Loans		
Residential mortgage	613,254	604,331
Commercial mortgage	749,835	757,957
Home equity	68,849	69,336
Commercial & Industrial	90,172	93,712
Consumer	33,044	34,436
Total loans	1,555,154	1,559,772
Less: allowance for loan losses	(16,652)	(16,768)
Net loans	1,538,502	1,543,004
Federal Home Loan Bank of Boston Stock, at cost	2,672	6,844
Bank owned life insurance	31,060	30,933
Banking premises and equipment, net	8,719	8,578
Deferred income taxes, net	7,167	8,717
Accrued interest receivable	6,012	5,762
Other assets	63,818	28,041
Total assets	\$ 2,138,548	\$ 2,101,384
<b>Liabilities</b>		
Deposits		
Demand	\$ 490,649	\$ 494,492
Interest bearing checking	385,605	431,702
Money market	146,925	135,585
Savings	709,940	628,212
Certificates of deposit	169,264	121,419
Total deposits	1,902,383	1,811,410
Short-term borrowings	—	90,000
Long-term borrowings	3,366	3,409
Other liabilities	60,531	29,539
Total liabilities	1,966,280	1,934,358
<b>Shareholders' Equity</b>		
Common stock, par value \$1.00; Authorized 10,000,000 shares; Outstanding: 4,123,618 shares and 4,107,051 shares, respectively	4,124	4,107
Additional paid-in capital	38,239	38,271
Retained earnings	135,235	131,135
Accumulated other comprehensive loss	(5,330)	(6,487)
Total shareholders' equity	172,268	167,026
Total liabilities and shareholders' equity	\$ 2,138,548	\$ 2,101,384

The accompanying notes are an integral part of these unaudited consolidated financial statements.

**CAMBRIDGE BANCORP AND SUBSIDIARIES**  
**UNAUDITED CONSOLIDATED STATEMENTS OF INCOME**

	<b>Three Months Ended March 31,</b>	
	<b>2019</b>	<b>2018</b>
<b>(dollars in thousands, except share data)</b>		
<b>Interest and dividend income</b>		
Interest on taxable loans	\$ 16,284	\$ 13,378
Interest on tax-exempt loans	89	96
Interest on taxable investment securities	1,980	1,714
Interest on tax-exempt investment securities	571	622
Dividends on FHLB of Boston stock	76	51
Interest on overnight investments	118	271
Total interest and dividend income	<u>19,118</u>	<u>16,132</u>
<b>Interest expense</b>		
Interest on deposits	2,501	962
Interest on borrowed funds	356	17
Total interest expense	<u>2,857</u>	<u>979</u>
Net interest and dividend income	16,261	15,153
Provision for Loan Losses	(93)	409
Net interest and dividend income after provision for loan losses	<u>16,354</u>	<u>14,744</u>
<b>Noninterest income</b>		
Wealth management revenue	6,124	6,126
Deposit account fees	738	750
ATM/Debit card income	276	271
Bank owned life insurance income	127	128
Gain (loss) on disposition of investment securities	(87)	—
Gain on loans held for sale	16	27
Loan related derivative income	436	472
Other income	327	404
Total noninterest income	<u>7,957</u>	<u>8,178</u>
<b>Noninterest expense</b>		
Salaries and employee benefits	10,827	10,073
Occupancy and equipment	2,330	2,227
Data processing	1,346	1,230
Professional services	807	887
Marketing	404	438
FDIC insurance	—	151
Merger expenses	91	—
Other expenses	568	495
Total noninterest expense	<u>16,373</u>	<u>15,501</u>
Income before income taxes	7,938	7,421
Income tax expense	1,740	1,616
Net income	<u>\$ 6,198</u>	<u>\$ 5,805</u>
<b>Share data:</b>		
Weighted average number of shares outstanding, basic	4,072,805	4,053,355
Weighted average number of shares outstanding, diluted	4,106,658	4,071,975
Basic earnings per share	\$ 1.51	\$ 1.42
Diluted earnings per share	\$ 1.49	\$ 1.41

The accompanying notes are an integral part of these unaudited consolidated financial statements.

**CAMBRIDGE BANCORP AND SUBSIDIARIES**  
**UNAUDITED CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME**

	<u>Three Months Ended March 31,</u>	
	<u>2019</u>	<u>2018</u>
	(dollars in thousands)	
Net income	\$ 6,198	\$ 5,805
Other comprehensive income/(loss), net of tax:		
Unrealized gains/(losses) on available for sale securities		
Unrealized holding gains/(losses) arising during period	1,095	(1,352)
Less: reclassification adjustment for losses/(gains) included in net income	66	—
Total unrealized gains/(losses) on securities	1,161	(1,352)
Derivatives		
Change in interest rate contracts	(30)	—
Defined benefit retirement plans		
Change in retirement liabilities	26	10
Other comprehensive income/(loss)	1,157	(1,342)
Comprehensive income	<u>\$ 7,355</u>	<u>\$ 4,463</u>

The accompanying notes are an integral part of these unaudited consolidated financial statements.

**CAMBRIDGE BANCORP AND SUBSIDIARIES**  
**UNAUDITED CONSOLIDATED STATEMENTS OF CHANGES IN SHAREHOLDERS' EQUITY**

	<u>Common Stock</u>	<u>Additional Paid-In Capital</u>	<u>Retained Earnings</u>	<u>Accumulated Other Comprehensive (Loss) / Income</u>	<u>Total Shareholders' Equity</u>
	(dollars in thousands, except per share data)				
Balance at December 31, 2017	\$ 4,082	\$ 35,663	\$ 114,093	\$ (5,881)	\$ 147,957
Cumulative effect of accounting changes	—	—	1,266	(1,266)	—
Net income	—	—	5,805	—	5,805
Other comprehensive income (loss)	—	—	—	(1,342)	(1,342)
Share based compensation	19	402	—	—	421
Dividends declared (\$0.48 per share)	—	—	(1,968)	—	(1,968)
Balance at March 31, 2018	<u>\$ 4,101</u>	<u>\$ 36,065</u>	<u>\$ 119,196</u>	<u>\$ (8,489)</u>	<u>\$ 150,873</u>
Balance at December 31, 2018	\$ 4,107	\$ 38,271	\$ 131,135	\$ (6,487)	\$ 167,026
Net income	—	—	6,198	—	6,198
Other comprehensive income (loss)	—	—	—	1,157	1,157
Share based compensation	17	(32)	—	—	(15)
Dividends declared (\$0.51 per share)	—	—	(2,098)	—	(2,098)
Balance at March 31, 2019	<u>\$ 4,124</u>	<u>\$ 38,239</u>	<u>\$ 135,235</u>	<u>\$ (5,330)</u>	<u>\$ 172,268</u>

The accompanying notes are an integral part of these unaudited consolidated financial statements.

**CAMBRIDGE BANCORP AND SUBSIDIARIES**  
**UNAUDITED CONSOLIDATED STATEMENTS OF CASH FLOWS**

	<b>Three Months Ended March 31,</b>	
	<b>2019</b>	<b>2018</b>
	<b>(dollars in thousands)</b>	
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Net income	\$ 6,198	\$ 5,805
Adjustments to reconcile net income to net cash provided by operating activities:		
Provision for loan losses	(93)	409
Amortization of deferred charges and fees, net	199	163
Depreciation and amortization	393	464
Bank owned life insurance income	(127)	(128)
Loss on disposition of investment securities	87	—
Share based compensation	(15)	421
Change in accrued interest receivable	(250)	69
Deferred income tax (benefit)/expense	1,202	770
Change in other assets, net	(35,439)	(4,944)
Change in other liabilities, net	30,638	2,371
Net cash provided by operating activities	<u>2,793</u>	<u>5,400</u>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Origination of loans	(107,949)	(131,953)
Proceeds from principal payments of loans	112,585	101,197
Proceeds from calls/maturities of securities available for sale	8,825	5,208
Proceeds from sales of securities available for sale	15,913	—
Proceeds from calls/maturities of securities held to maturity	14,882	7,777
Purchase of securities held to maturity	(30,966)	(40,125)
Proceeds from settlement of bank owned life insurance policies	—	676
Sale of FHLB of Boston stock	4,172	—
Purchase of banking premises and equipment	(534)	(470)
Net cash provided by (used in) investing activities	<u>16,928</u>	<u>(57,690)</u>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
Change in demand, interest bearing, money market and savings accounts	43,128	20,575
Change in certificates of deposit	47,825	(13,601)
Change in short-term borrowings	(90,000)	—
Repayment of long-term borrowings	(43)	(42)
Cash dividends paid on common stock	(2,098)	(1,968)
Net cash provided by (used in) financing activities	<u>(1,188)</u>	<u>4,964</u>
Net (decrease)/increase in cash and cash equivalents	18,533	(47,326)
Cash and cash equivalents at beginning of period	18,473	103,591
Cash and cash equivalents at end of period	<u>\$ 37,006</u>	<u>\$ 56,265</u>
<b>SUPPLEMENTAL DISCLOSURES OF CASH FLOW INFORMATION:</b>		
Cash paid during the period for:		
Interest	\$ 2,763	\$ 975
Income taxes	\$ 970	\$ —

The accompanying notes are an integral part of these unaudited consolidated financial statements.



**CAMBRIDGE BANCORP AND SUBSIDIARIES**  
**Notes to Unaudited Consolidated Financial Statements**

**1. BASIS OF PRESENTATION**

The unaudited consolidated financial statements include the accounts of Cambridge Bancorp (the “Company”) and its wholly owned subsidiary, Cambridge Trust Company (the “Bank”), and the Bank’s wholly owned subsidiaries, Cambridge Trust Company of New Hampshire Inc., CTC Security Corporation, and CTC Security Corporation III. References to the Company herein relate to the consolidated group of companies. All significant intercompany accounts and transactions have been eliminated in preparation of the consolidated financial statements.

The Company is a state-chartered, federally registered bank holding company headquartered in Cambridge, Massachusetts and was incorporated in 1983. The Company is the sole shareholder of the Bank, a Massachusetts trust company chartered in 1890, which is a commercial bank. We are a private bank offering a full range of private banking and wealth management services to our clients. The private banking business, the Company’s only reportable operating segment is managed as a single strategic unit.

The unaudited consolidated financial statements reflect all adjustments (consisting of normal recurring adjustments) and disclosures necessary to present fairly the Company’s financial position, as of March 31, 2019 and December 31, 2018, respectively, and the results of operations and cash flows for the interim periods presented in accordance with U.S. generally accepted accounting principles (“GAAP”). Interim results are not necessarily reflective of the results of the entire year.

For further information, refer to the consolidated financial statements and notes thereto included in the Company’s Annual Report on Form 10-K for the year ended December 31, 2018, filed with the Securities and Exchange Commission.

**2. USE OF ESTIMATES**

The preparation of financial statements in conformity with GAAP requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements. Actual results could differ from those estimates. The allowance for loan losses, the fair values of financial instruments, and the valuation of deferred tax assets are particularly subject to change.

**3. SUBSEQUENT EVENTS**

*Optima Merger.* The Company completed its merger with Optima Bank & Trust Company (“Optima”) on April 17, 2019. Under the terms of the Agreement and Plan of Merger (the “Merger Agreement”), each outstanding share of Optima common stock was converted into \$32.00 in cash or 0.3468 shares of the Company’s common stock, with the transaction structured as 95 percent common stock and 5 percent cash. As a result of the merger, former Optima shareholders received an aggregate of approximately 722,746 shares of the Company’s common stock and an aggregate of approximately \$3.5 million in cash.

Management has reviewed events occurring through May 9, 2019, the date the unaudited consolidated financial statements were available to be issued, and determined that no other subsequent events occurred requiring adjustment to or disclosure in these financial statements.

**4. RECENTLY ISSUED AND ADOPTED ACCOUNTING GUIDANCE**

Accounting Standards Update 2018-16 - *Inclusion of the Secured Overnight Financing Rate (SOFR) Overnight Index Swap (OIS) Rate as a Benchmark Interest Rate for Hedge Accounting Purposes* (“ASU 2018-16”). On October 25, 2018, the Financial Accounting Standards Board (“FASB”) issued ASU 2018-16 to introduce OIS Rate based on the SOFR as an acceptable US benchmark interest for the purpose of applying hedge accounting under Topic 815. This update is effective for interim and annual reporting periods beginning after December 15, 2018 because the Company has already adopted ASU 2017-12. The Company adopted this update on January 1, 2019, and the update did not have a significant impact on the consolidated financial statements.

Accounting Standards Update 2018-15 - *Customer’s Accounting for Implementation Costs Incurred in a Cloud Computing Arrangement That Is a Service Contract* (“ASU 2018-15”). On August 29, 2018, the FASB issued amended guidance to align the requirements for capitalizing implementation costs incurred in a hosting arrangement that is a service contract with the requirements for capitalizing implementation costs incurred to develop or obtain internal-use software (and hosting arrangements that include an internal use software license). The ASU is effective for fiscal years beginning after December 15, 2019, including interim periods within those fiscal years; early adoption is permitted and should be applied either retrospectively or prospectively to all implementation costs incurred after the date of adoption. We are currently assessing the impact the adoption of this guidance will have on our consolidated balance sheets, statements of income, and cash flows.

Accounting Standards Update 2018-14 - *Changes to the Disclosure Requirements for Defined Benefit Plans* (“ASU 2018-14”). On August 28, 2018, the FASB issued guidance to remove, add, and clarify certain disclosures for defined benefit plans. The ASU is effective for fiscal years ending after December 15, 2020; early adoption is permitted and should be applied using the retrospective method to all periods presented. We are currently assessing the impact the adoption of this guidance will have on our consolidated balance sheets, statements of income, and cash flows.

Accounting Standards Update 2018-13 - *Changes to the Disclosure Requirements for Fair Value Measurement* (“ASU 2018-13”). On August 28, 2018, the FASB issued guidance to remove, add, and clarify certain disclosures for fair value measurement. The ASU is effective for fiscal years, and interim periods within those fiscal years, beginning after December 15, 2019; early adoption is permitted and should be applied using either retrospective method or the prospective method as specified in the ASU. We are currently assessing the impact the adoption of this guidance will have on our consolidated balance sheets, statements of income, and cash flows.

Accounting Standards Update 2018-07 - *Improvements to Nonemployee Share-Based Payment Accounting* (“ASU 2018-07”). On June 20, 2018, the FASB issued ASU 2018-07 to align the accounting for share-based payment awards issued to employees and nonemployees. The new guidance also clarifies that any share-based payment awards issued to customers should be evaluated under ASC 606, *Revenue from Contracts with Customers*. Currently, the accounting for nonemployee share-based payments differs from that applied to employee awards, particularly with regard to the measurement date and the impact of performance conditions. Under the new guidance, the existing employee guidance will apply to nonemployee share-based transactions, with certain exceptions. The cost of nonemployee awards will continue to be recorded as if the grantor had paid cash for the goods or services. The ASU is effective for public companies for fiscal years beginning after December 15, 2018, including interim periods within that fiscal year, and early adoption is permitted. The adoption of this guidance did not have a material impact on our consolidated balance sheets, statements of income, and cash flows.

Accounting Standard Update No. 2017-12 - *Derivatives and Hedging: Targeted Improvements to Accounting for Hedging Activities* (“ASU 2017-12”). On August 28, 2017, the FASB issued a new standard that allows companies to better align their hedge accounting and risk management activities. The new standard will also reduce the cost and complexity of applying hedge accounting. The standard requires companies to change the recognition and presentation of the effects of hedge accounting by:

- eliminating the requirement to separately measure and report hedge ineffectiveness; and
- requiring companies to present all of the elements of hedge accounting that affect earnings in the same income statement line as the hedged item.

The standard also permits hedge accounting for strategies for which hedge accounting was not historically permitted and includes new alternatives for measuring the hedged item for fair value hedges of interest rate risk. Furthermore, the standard eases the requirements for effectiveness testing, hedge documentation, applying the critical terms match method, and introduces new alternatives that will permit companies to reduce the risk of material error corrections if they misapply the shortcut method. The new accounting standard was effective for fiscal years beginning after December 15, 2018 and interim periods within those fiscal years.

The new standard requires a modified retrospective transition method in which the Company will recognize the cumulative effect of the change on the opening balance of each affected component of equity in the statement of financial position as of the date of adoption. The Company early adopted the standard during the fourth quarter of 2018, using a modified retrospective transition method, and it did not have an effect on our consolidated balance sheets, statements of income, and cash flows.

Accounting Standards Update No. 2016-13 - *Financial Instruments - Measurement of Credit Losses on Financial Instruments* (“ASU 2016-13”). On June 16, 2016, the FASB issued ASU 2016-13, which will significantly change how entities measure and recognize credit impairment for many financial assets. Under this standard, the new current expected credit loss model will require entities to immediately recognize an estimate of credit losses expected to occur over the remaining life of the financial assets that are in the scope of the standard. This new guidance also made targeted amendments to the current impairment model for available for sale debt securities. This guidance will be effective for the Company for the fiscal years beginning after December 15, 2019, including interim periods within those fiscal years. Early adoption for fiscal years and interim periods beginning after December 15, 2018 is permitted. We are in the process of evaluating this guidance and its effect on our consolidated balance sheets, statements of income, and cash flows. We have developed an implementation plan which includes assessment of processes, portfolio segmentation, model development, system requirements, and the identification of data and resource needs to implement this standard.

Accounting Standards Update No. 2016-02 - *Leases* (“ASU 2016-02”). On February 25, 2016, the FASB issued guidance that requires recognition of lease assets and lease liabilities on the statement of condition and disclosure of key information about leasing arrangements. In particular, this guidance requires a lessee of operating or finance leases to recognize on the statement of condition a liability to make lease payments and a right-of-use asset representing its right to use the underlying asset for the lease term. However, for leases with a term of 12 months or less, a lessee is permitted to make an accounting policy election not to recognize lease assets and lease liabilities. Under previous GAAP, a lessee was not required to recognize lease assets and lease liabilities arising from operating leases on the statement of condition. The guidance became effective for the Company on January 1, 2019. Also in July 2018, the FASB issued Accounting Standards Update No. 2018-11, “Targeted Improvements” (“ASU 2018-11”), to allow an optional transition method in which the provisions of Topic 842 would be applied upon the adoption date and would not have to be retroactively applied to the earliest reporting period presented in the consolidated financial statements. Using the optional transition method discussed above, the Company adopted the new lease guidance on January 1, 2019 and recorded a right-of-use asset of \$32.9 million and a corresponding net lease liability.

Accounting Standards Update No. 2014-09 - *Revenue from Contracts with Customers* (“ASU 2014-09”). On May 28, 2014, the FASB issued Accounting Standards Update (“ASU”) No. 2014-09, “Revenue from Contracts with Customers,” which requires an entity to recognize the amount of revenue to which it expects to be entitled for the transfer of promised goods or services to customers. The new guidance supersedes current U.S. GAAP guidance on revenue recognition and requires the use of more estimates and judgments than the current revenue standards. Topic 606 does not apply to revenue associated with financial instruments, including revenue from loans and securities. In addition, certain noninterest income streams, such as fees associated with mortgage servicing rights, financial guarantees, derivatives, and certain credit card fees, are also not in scope of the new guidance.

On January 1, 2018, the Company adopted ASU No. 2014-09 and all subsequent ASUs that modified Topic 606. Topic 606 is applicable to noninterest revenue streams such as trust and asset management income, deposit related fees, interchange fees, and merchant income. The Company completed its overall assessment of revenue streams and review of related contracts potentially affected by the ASU, including trust and asset management fees, deposit related fees, and other income within noninterest income. Based on this assessment, the Company concluded that ASU 2014-09 did not materially change the method in which the Company currently recognizes revenue for these revenue streams. The Company adopted ASU 2014-09 and its related amendments utilizing the modified retrospective approach. Since there was no net income impact upon adoption of the new guidance, a cumulative effect adjustment to opening retained earnings was not deemed necessary. Noninterest income considered in-scope of Topic 606 is discussed below.

#### *Wealth management and trust fees*

The Company earns wealth management fees for providing investment management, trust administration, and financial planning services to clients. The Company’s performance obligation under these contracts is satisfied over time as the wealth management services are provided. Fees are recognized monthly based on the average monthly value of the assets under management and the applicable fee rate, or at a fixed annual rate, depending on the terms of the contract. No performance-based incentives are earned on wealth management contracts.

The Company earns trust fees for serving as trustee for certain clients. As trustee, the Company serves as a fiduciary, administers the client’s trust and, in some cases, manages the assets of the trust. The Company’s performance obligation under these agreements is satisfied over time as the administration and management services are provided. Fees are recognized monthly based on a percentage of the market value of the account, or at a fixed annual rate, as outlined in the agreement. The Company also earns fees for trust related activities. The Company’s performance obligation under these agreements is satisfied at a point in time and recognized when these services have been performed.

All of the wealth management and trust fee income on the consolidated statement of income is considered in-scope of Topic 606.

#### *Other banking fee income*

The Company charges a variety of fees to its clients for services provided on the deposit and deposit management related accounts. Each fee is either transaction-based or assessed monthly. The types of fees include service charges on accounts, overdraft fees, wire transfer fees, maintenance fees, ATM fee charges, and other miscellaneous charges related to the accounts. These fees are not governed by individual contracts with clients. They are charges to clients based on disclosures presented to clients upon opening these accounts along with updated disclosures when changes are made to the fee structures. The transaction-based fees are recognized in revenue when charged to the client based on specific activity on the client’s account. Monthly service and maintenance charges are recognized in the month they are earned and are charged directly to the client’s account.

## 5. CASH AND CASH EQUIVALENTS

At March 31, 2019 and December 31, 2018, cash and cash equivalents totaled \$37.0 million and \$18.5 million, respectively. Of this amount, \$12.0 million and \$12.7 million, respectively, were maintained to satisfy the reserve requirements of the Federal Reserve Bank of Boston ("FRB Boston"). Additionally, at March 31, 2019 and December 31, 2018, the Company pledged \$500,000 to the New Hampshire Banking Department relating to Cambridge Trust Company of New Hampshire, Inc.'s operations in that state.

## 6. INVESTMENT SECURITIES

Investment securities have been classified in the unaudited consolidated balance sheets according to management's intent. The carrying amounts of securities and their approximate fair values were as follows:

	March 31, 2019				December 31, 2018			
	Amortized Cost	Gross Unrealized Gains	Gross Unrealized Losses	Fair Value	Amortized Cost	Gross Unrealized Gains	Gross Unrealized Losses	Fair Value
(dollars in thousands)								
<b>Available for sale securities</b>								
U.S. GSE obligations	\$ 55,000	\$ —	\$ (572)	\$ 54,428	\$ 75,004	\$ —	\$ (965)	\$ 74,039
Mortgage-backed securities	88,367	137	(2,145)	86,359	92,271	118	(3,121)	89,268
Corporate debt securities	4,010	—	(35)	3,975	5,015	—	(159)	4,856
Total available for sale securities	<u>\$ 147,377</u>	<u>\$ 137</u>	<u>\$ (2,752)</u>	<u>\$144,762</u>	<u>\$ 172,290</u>	<u>\$ 118</u>	<u>\$ (4,245)</u>	<u>\$168,163</u>
<b>Held to maturity securities</b>								
U.S. GSE obligations	\$ 27,571	\$ —	\$ (130)	\$ 27,441	\$ 32,571	\$ —	\$ (238)	\$ 32,333
Mortgage-backed securities	191,679	891	(1,122)	191,448	168,118	134	(2,290)	165,962
Corporate debt securities	6,974	13	(1)	6,986	6,972	—	(107)	6,865
Municipal securities	72,606	2,157	(31)	74,732	75,208	1,297	(355)	76,150
Total held to maturity securities	<u>\$ 298,830</u>	<u>\$ 3,061</u>	<u>\$ (1,284)</u>	<u>\$300,607</u>	<u>\$ 282,869</u>	<u>\$ 1,431</u>	<u>\$ (2,990)</u>	<u>\$281,310</u>
Total	<u>\$ 446,207</u>	<u>\$ 3,198</u>	<u>\$ (4,036)</u>	<u>\$445,369</u>	<u>\$ 455,159</u>	<u>\$ 1,549</u>	<u>\$ (7,235)</u>	<u>\$449,473</u>

All of the Company's mortgage-backed securities have been issued by, or are collateralized by securities issued by, either Government National Mortgage Association (Ginnie Mae), Federal National Mortgage Association (Fannie Mae), or Federal Home Loan Mortgage Corporation (Freddie Mac).

The following tables show the Company's securities with gross unrealized losses aggregated by investment category and length of time that individual securities have been in a continuous loss position:

	March 31, 2019					
	Less than 12 months		12 months or longer		Total	
	Fair Value	Unrealized Losses	Fair Value	Unrealized Losses	Fair Value	Unrealized Losses
(dollars in thousands)						
<b>Temporarily Impaired Securities</b>						
<b>Available for sale securities</b>						
U.S. GSE obligations	\$ —	\$ —	\$ 54,428	\$ (572)	\$ 54,428	\$ (572)
Mortgage-backed securities	—	—	83,979	(2,145)	83,979	(2,145)
Corporate debt securities	—	—	3,975	(35)	3,975	(35)
Total available for sale securities	<u>\$ —</u>	<u>\$ —</u>	<u>\$ 142,382</u>	<u>\$ (2,752)</u>	<u>\$ 142,382</u>	<u>\$ (2,752)</u>
<b>Held to maturity securities</b>						
U.S. GSE obligations	\$ —	\$ —	\$ 27,441	\$ (130)	\$ 27,441	\$ (130)
Mortgage-backed securities	4,944	(43)	92,738	(1,079)	97,682	(1,122)
Corporate debt securities	—	—	1,998	(1)	1,998	(1)
Municipal securities	375	—	4,243	(31)	4,618	(31)
Total held to maturity securities	<u>\$ 5,319</u>	<u>\$ (43)</u>	<u>\$ 126,420</u>	<u>\$ (1,241)</u>	<u>\$ 131,739</u>	<u>\$ (1,284)</u>
Total temporarily impaired securities	<u>\$ 5,319</u>	<u>\$ (43)</u>	<u>\$ 268,802</u>	<u>\$ (3,993)</u>	<u>\$ 274,121</u>	<u>\$ (4,036)</u>

	December 31, 2018					
	Less than 12 months		12 months or longer		Total	
	Fair Value	Unrealized Losses	Fair Value	Unrealized Losses	Fair Value	Unrealized Losses
(dollars in thousands)						
<b>Temporarily Impaired Securities</b>						
Available for sale securities						
U.S. GSE obligations	\$ —	\$ —	\$ 74,039	\$ (965)	\$ 74,039	\$ (965)
Mortgage-backed securities	—	—	86,815	(3,121)	86,815	(3,121)
Corporate debt securities	902	(98)	3,954	(61)	4,856	(159)
Total available for sale securities	<u>\$ 902</u>	<u>\$ (98)</u>	<u>\$ 164,808</u>	<u>\$ (4,147)</u>	<u>\$ 165,710</u>	<u>\$ (4,245)</u>
Held to maturity securities						
U.S. GSE obligations	\$ 4,995	\$ (5)	\$ 27,338	\$ (233)	\$ 32,333	\$ (238)
Mortgage-backed securities	30,719	(216)	93,225	(2,074)	123,944	(2,290)
Corporate debt securities	6,865	(107)	—	—	6,865	(107)
Municipal securities	8,484	(82)	8,313	(273)	16,797	(355)
Total held to maturity securities	<u>\$ 51,063</u>	<u>\$ (410)</u>	<u>\$ 128,876</u>	<u>\$ (2,580)</u>	<u>\$ 179,939</u>	<u>\$ (2,990)</u>
Total temporarily impaired securities	<u>\$ 51,965</u>	<u>\$ (508)</u>	<u>\$ 293,684</u>	<u>\$ (6,727)</u>	<u>\$ 345,649</u>	<u>\$ (7,235)</u>

Management evaluates securities for other-than-temporary impairment on at least a quarterly basis, and more frequently, when economic or market conditions warrant such evaluation. Consideration is given to: (1) the length of time and the extent to which the fair value has been less than cost; (2) the financial condition and near-term prospects of the issuer; and (3) the intent and ability of the Company to retain its investment in the issuer for a period of time sufficient to allow for any anticipated recovery in fair value.

As of March 31, 2019, 104 debt securities had gross unrealized losses, with an aggregate depreciation of 1.45% from the Company's amortized cost basis. The largest unrealized loss percentage of any single security was 4.22%, or \$70,000 of its amortized cost. The largest unrealized dollar loss of any single security was \$127,000, or 3.73% of its amortized cost.

As of December 31, 2018, 142 debt securities had gross unrealized losses, with an aggregate depreciation of 2.05% from the Company's amortized cost basis. The largest unrealized loss percentage of any single security was 9.79%, or \$98,000, of its amortized cost. The largest unrealized dollar loss of any single security was \$189,000, or 5.34%, of its amortized cost.

The Company believes that the nature and duration of impairment on its debt security positions are primarily a function of interest rate movements and changes in investment spreads and does not consider full repayment of principal on the reported debt obligations to be at risk. Since nearly all of these securities are rated "investment grade" and (a) the Company does not intend to sell these securities before recovery and (b) that it is more likely than not that the Company will not be required to sell these securities before recovery, the Company does not consider these securities to be other-than-temporarily impaired as of March 31, 2019 and December 31, 2018.

The amortized cost and fair value of debt securities, aggregated by the earlier of guaranteed call date or contractual maturity, are shown below. Maturities of mortgage-backed securities do not take into consideration scheduled amortization or prepayments. Actual maturities may differ from contractual maturities because issuers may have the right to call or prepay obligations with or without call or prepayment penalties.

	<u>Within One Year</u>		<u>After One, But Within Five Years</u>		<u>After Five, But Within Ten Years</u>		<u>After Ten Years</u>		<u>Total</u>	
	<u>Amortized Cost</u>	<u>Fair Value</u>	<u>Amortized Cost</u>	<u>Fair Value</u>	<u>Amortized Cost</u>	<u>Fair Value</u>	<u>Amortized Cost</u>	<u>Fair Value</u>	<u>Amortized Cost</u>	<u>Fair Value</u>
<b>At March 31, 2019</b>										
(dollars in thousands)										
<b>Available for sale securities</b>										
U.S. GSE obligations	\$ 10,000	\$ 9,926	\$ 45,000	\$ 44,502	\$ —	\$ —	\$ —	\$ —	\$ 55,000	\$ 54,428
Mortgage-backed securities	—	—	68	69	32,365	31,712	55,934	54,578	88,367	86,359
Corporate debt securities	2,004	1,998	2,006	1,977	—	—	—	—	4,010	3,975
Total available for sale securities	\$ 12,004	\$ 11,924	\$ 47,074	\$ 46,548	\$ 32,365	\$ 31,712	\$ 55,934	\$ 54,578	\$ 147,377	\$ 144,762
<b>Held to maturity securities</b>										
U.S. GSE obligations	\$ —	\$ —	\$ 27,571	\$ 27,441	\$ —	\$ —	\$ —	\$ —	\$ 27,571	\$ 27,441
Mortgage-backed securities	24	24	—	—	53,879	53,855	137,776	137,569	191,679	191,448
Corporate debt securities	—	—	6,974	6,986	—	—	—	—	6,974	6,986
Municipal securities	3,460	3,473	13,502	13,736	42,677	44,275	12,967	13,248	72,606	74,732
Total held to maturity securities	\$ 3,484	\$ 3,497	\$ 48,047	\$ 48,163	\$ 96,556	\$ 98,130	\$ 150,743	\$ 150,817	\$ 298,830	\$ 300,607
Total	\$ 15,488	\$ 15,421	\$ 95,121	\$ 94,711	\$ 128,921	\$ 129,842	\$ 206,677	\$ 205,395	\$ 446,207	\$ 445,369

The following table sets forth information regarding sales of investment securities and the resulting gains (losses) from such sales:

	<u>Three Months Ended March 31,</u>	
	<u>2019</u>	<u>2018</u>
	(dollars in thousands)	
Amortized cost of securities sold	\$ 16,000	\$ —
Gain/(loss) realized on securities sold	(87)	—
Net proceeds from securities sold	\$ 15,913	\$ —

## 7. LOANS AND THE ALLOWANCE FOR LOAN LOSSES

The Company's lending activities are conducted primarily in Eastern Massachusetts. The Company grants single- and multi-family residential loans, commercial & industrial ("C&I"), commercial real estate ("CRE"), construction loans, and a variety of consumer loans. Most of the loans granted by the Company are secured by real estate collateral. Repayment of the Company's residential loans are generally dependent on the health of the employment market in the borrowers' geographic areas and that of the general economy with liquidation of the underlying real estate collateral being typically viewed as the primary source of repayment in the event of borrower default. The repayment of C&I loans depends primarily on the cash flow and credit worthiness of the borrower and secondarily on the underlying collateral provided by the borrower. As borrower cash flow may be difficult to predict, liquidation of the underlying collateral securing these loans is typically viewed as the primary source of repayment in the event of borrower default. However, collateral typically consists of equipment, inventory, accounts receivable, or other business assets that may fluctuate in value, so the liquidation of collateral in the event of default is often an insufficient source of repayment. The Company's CRE loans are primarily made based on the cash flow from the collateral property and secondarily on the underlying collateral provided by the borrower, with liquidation of the underlying real estate collateral typically being viewed as the primary source of repayment in the event of borrower default. The Company's construction loans are primarily made based on the borrower's expected ability to execute and the future completed value of the collateral property, with sale of the underlying real estate collateral typically being viewed as the primary source of repayment.

Loans outstanding are detailed by category as follows:

	<u>March 31, 2019</u>	<u>December 31, 2018</u>
	(dollars in thousands)	
<b>Residential mortgage</b>		
Mortgages - fixed rate	\$ 288,843	\$ 293,267
Mortgages - adjustable rate	322,926	309,656
Deferred costs net of unearned fees	1,485	1,408
Total residential mortgages	<u>613,254</u>	<u>604,331</u>
<b>Commercial mortgage</b>		
Mortgages - nonowner occupied	658,175	654,394
Mortgages - owner occupied	58,863	59,335
Construction	32,736	44,146
Deferred costs net of unearned fees	61	82
Total commercial mortgages	<u>749,835</u>	<u>757,957</u>
<b>Home equity</b>		
Home equity - lines of credit	62,697	63,421
Home equity - term loans	5,910	5,665
Deferred costs net of unearned fees	242	250
Total home equity	<u>68,849</u>	<u>69,336</u>
<b>Commercial &amp; industrial</b>		
Commercial & industrial	90,187	93,728
Deferred costs (fees) net of unearned fees	(15)	(16)
Total commercial & industrial	<u>90,172</u>	<u>93,712</u>
<b>Consumer</b>		
Secured	31,980	33,252
Unsecured	1,049	1,171
Deferred costs net of unearned fees	15	13
Total consumer	<u>33,044</u>	<u>34,436</u>
Total loans	<u>\$ 1,555,154</u>	<u>\$ 1,559,772</u>

Directors and officers of the Company and their associates are customers of, and have other transactions with, the Company in the normal course of business. All loans and commitments included in such transactions were made on substantially the same terms, including interest rates and collateral, as those prevailing at the time for comparable transactions with other persons and do not involve more than normal risk of collection or present other unfavorable features.

At March 31, 2019 and December 31, 2018, total loans outstanding to such directors and officers were \$453,000 and \$488,000, respectively. During the three months ended March 31, 2019, \$37,000 of additions and \$72,000 of repayments were made to these loans. There were \$139,000 of additions and \$167,000 of repayments during the year ended December 31, 2018. At March 31, 2019 and December 31, 2018, all of the loans to directors and officers were performing according to their original terms.

The following tables set forth information regarding non-performing loans disaggregated by loan category:

	<u>March 31, 2019</u>					
	<u>Residential</u>	<u>Commercial</u>	<u>Home</u>	<u>Commercial</u>	<u>Consumer</u>	<u>Total</u>
	<u>Mortgages</u>	<u>Mortgages</u>	<u>Equity</u>	<u>&amp;</u>	<u>Industrial</u>	<u>Consumer</u>
	(dollars in thousands)					
<b>Non-performing loans:</b>						
Non-accrual loans	\$ 505	\$ —	\$ 13	\$ —	\$ —	\$ 518
Loans past due >90 days, but still accruing	—	—	—	—	—	—
Troubled debt restructurings	108	—	—	—	—	108
Total	<u>\$ 613</u>	<u>\$ —</u>	<u>\$ 13</u>	<u>\$ —</u>	<u>\$ —</u>	<u>\$ 626</u>

	December 31, 2018					
	Residential Mortgages	Commercial Mortgages	Home Equity	Commercial & Industrial	Consumer	Total
	(dollars in thousands)					
Non-performing loans:						
Non-accrual loans	\$ 512	\$ —	\$ 13	\$ —	\$ —	\$ 525
Loans past due >90 days, but still accruing	—	—	—	—	—	—
Troubled debt restructurings	111	—	—	6	—	117
Total	<u>\$ 623</u>	<u>\$ —</u>	<u>\$ 13</u>	<u>\$ 6</u>	<u>\$ —</u>	<u>\$ 642</u>

### ***Troubled Debt Restructurings (“TDRs”)***

Loans are considered restructured in a troubled debt restructuring when the Company has granted concessions to a borrower due to the borrower’s financial condition that it otherwise would not have considered. These concessions may include modifications of the terms of the debt such as deferral of payments, extension of maturity, reduction of principal balance, reduction of the stated interest rate other than normal market rate adjustments, or a combination of these concessions. Debt may be bifurcated with separate terms for each tranche of the restructured debt. Restructuring a loan in lieu of aggressively enforcing the collection of the loan may benefit the Company by increasing the ultimate probability of collection.

Restructured loans are classified as accruing or non-accruing based on management’s assessment of the collectability of the loan. Loans which are already on nonaccrual status at the time of the restructuring generally remain on nonaccrual status for approximately six months or longer before management considers such loans for return to accruing status. Accruing restructured loans are placed into nonaccrual status if and when the borrower fails to comply with the restructured terms and management deems it unlikely that the borrower will return to a status of compliance in the near term.

Troubled debt restructurings are classified as impaired loans. The Company identifies loss allocations for impaired loans on an individual loan basis.

There were no new TDRs during the three months ended March 31, 2019. At March 31, 2019, two loans were determined to be TDRs with a total carrying value of \$108,000. One TDR loan was paid off during the quarter ended March 31, 2019. There were no TDR defaults during the three months ended March 31, 2019.

There were no new TDRs during the year ended December 31, 2018. At December 31, 2018, three loans were determined to be TDRs with a total carrying value of \$117,000. There were no TDR defaults during the year ended December 31, 2018.

There were no specific allowances for TDRs at March 31, 2019 or December 31, 2018.

As of March 31, 2019 and December 31, 2018, there were no significant commitments to lend additional funds to borrowers whose loans were restructured.



**Loans by Credit Quality Indicator.** The following tables contain period-end balances of loans receivable disaggregated by credit quality indicator:

	<b>March 31, 2019</b>		
	<b>Residential Mortgages</b>	<b>Home Equity</b>	<b>Consumer</b>
	(dollars in thousands)		
<b>Credit risk profile based on payment activity:</b>			
Performing	\$ 612,641	\$ 68,836	\$ 33,044
Non-performing	613	13	—
Total	<u>\$ 613,254</u>	<u>\$ 68,849</u>	<u>\$ 33,044</u>

	<b>Commercial Mortgages</b>	<b>Commercial &amp; Industrial</b>
	<b>Credit risk profile by internally assigned grade:</b>	
1-6 (Pass)	\$ 745,251	\$ 82,792
7 (Special Mention)	4,584	3,797
8 (Substandard)	—	3,583
9 (Doubtful)	—	—
10 (Loss)	—	—
Total	<u>\$ 749,835</u>	<u>\$ 90,172</u>

	<b>December 31, 2018</b>		
	<b>Residential Mortgages</b>	<b>Home Equity</b>	<b>Consumer</b>
	(dollars in thousands)		
<b>Credit risk profile based on payment activity:</b>			
Performing	\$ 603,708	\$ 69,323	\$ 34,436
Non-performing	623	13	—
Total	<u>\$ 604,331</u>	<u>\$ 69,336</u>	<u>\$ 34,436</u>

	<b>Commercial Mortgages</b>	<b>Commercial &amp; Industrial</b>
	<b>Credit risk profile by internally assigned grade:</b>	
1-6 (Pass)	\$ 753,338	\$ 85,821
7 (Special Mention)	4,619	4,186
8 (Substandard)	—	3,705
9 (Doubtful)	—	—
10 (Loss)	—	—
Total	<u>\$ 757,957</u>	<u>\$ 93,712</u>

With respect to residential real estate mortgages, home equity, and consumer loans, the Bank utilizes the following categories as indicators of credit quality:

- Performing – These loans are accruing and are considered having low to moderate risk.
- Non-performing – These loans have are on non-accrual, or are past due more than 90 days but are still accruing, or are restructured. These loans may contain greater than average risk.

With respect to commercial real estate mortgages and commercial loans, the Bank utilizes a 10 grade internal loan rating system as an indicator of credit quality. The grades are as follows:

- Loans rated 1-6 (Pass) – These loans are considered “pass” rated with low to moderate risk.
- Loans rated 7 (Special Mention) – These loans have potential weaknesses warranting close attention, which, if left uncorrected, may result in deterioration of the credit at some future date.
- Loans rated 8 (Substandard) – These loans have well-defined weaknesses that jeopardize the orderly liquidation of the debt under the original loan terms. Loss potential exists but is not identifiable in any one customer.

- Loans rated 9 (Doubtful) – These loans have pronounced weaknesses that make full collection highly questionable and improbable.
- Loans rated 10 (Loss) – These loans are considered uncollectible and continuance as a bankable asset is not warranted.

### ***Delinquencies***

The past due status of a loan is determined in accordance with its contractual repayment terms. All loan types are reported past due when one scheduled payment is due and unpaid for 30 days or more. Loan delinquencies can be attributed to many factors, such as but not limited to, a continuing weakness in, or deteriorating, economic conditions in the region in which the collateral is located, the loss of a tenant or lower lease rates for commercial borrowers, or the loss of income for consumers and the resulting liquidity impacts on the borrowers.

The following tables contain period-end balances of loans receivable disaggregated by past due status:

	<b>March 31, 2019</b>					
	<b>30-59 Days Past Due</b>	<b>60-89 Days Past Due</b>	<b>90 Days or Greater</b>	<b>Total Past Due</b>	<b>Current Loans</b>	<b>Total</b>
	(dollars in thousands)					
Residential Mortgages	\$ 2,174	\$ —	\$ 351	\$ 2,525	\$ 610,729	\$ 613,254
Commercial Mortgages	1,062	—	—	1,062	748,773	749,835
Home Equity	—	68	—	68	68,781	68,849
Commercial & Industrial	—	—	—	—	90,172	90,172
Consumer loans	7	5	—	12	33,032	33,044
<b>Total</b>	<b>\$ 3,243</b>	<b>\$ 73</b>	<b>\$ 351</b>	<b>\$ 3,667</b>	<b>\$ 1,551,487</b>	<b>\$ 1,555,154</b>

	<b>December 31, 2018</b>					
	<b>30-59 Days Past Due</b>	<b>60-89 Days Past Due</b>	<b>90 Days or Greater</b>	<b>Total Past Due</b>	<b>Current Loans</b>	<b>Total</b>
	(dollars in thousands)					
Residential Mortgages	\$ 1,034	\$ 121	\$ 351	\$ 1,506	\$ 602,825	\$ 604,331
Commercial Mortgages	—	—	—	—	757,957	757,957
Home Equity	—	—	—	—	69,336	69,336
Commercial & Industrial	—	—	—	—	93,712	93,712
Consumer loans	108	—	—	108	34,328	34,436
<b>Total</b>	<b>\$ 1,142</b>	<b>\$ 121</b>	<b>\$ 351</b>	<b>\$ 1,614</b>	<b>\$ 1,558,158</b>	<b>\$ 1,559,772</b>

There were no significant commitments to lend additional funds to borrowers whose loans were on nonaccrual status at March 31, 2019 and December 31, 2018.

### ***Foreclosure proceedings***

As of March 31, 2019, there were no loans in process of foreclosure. As of December 31, 2018, one loan secured by one- to four-family residential property with a carrying value of \$351,000 was in process of foreclosure.

### ***Impaired Loans***

Impaired loans are loans for which it is probable that the Company will not be able to collect all amounts due according to the contractual terms of the loan agreements and loans restructured in a troubled debt restructuring. The recorded investment in impaired loans consists of unpaid principal balance, net of charge-offs, interest payments received applied to principal, and unamortized deferred loan origination fees and costs.

The following tables present information pertaining to impaired loans:

	For the Three Months Ended March 31, 2019				
	Carrying Value	Average Carrying Value	Unpaid Principal Balance	Related Allowance	Interest Income Recognized
	(dollars in thousands)				
With no required reserve recorded:					
Commercial and industrial	\$ —	\$ —	\$ —	\$ —	\$ —
Commercial mortgage	—	—	—	—	—
Residential mortgage	627	630	732	—	1
Home equity	99	99	135	—	—
Total	<u>726</u>	<u>729</u>	<u>867</u>	<u>—</u>	<u>1</u>
With required reserve recorded:					
Commercial and industrial	—	—	—	—	—
Commercial mortgage	—	—	—	—	—
Residential mortgage	—	—	—	—	—
Home equity	—	—	—	—	—
Total	<u>—</u>	<u>—</u>	<u>—</u>	<u>—</u>	<u>—</u>
Total:					
Commercial and industrial	—	—	—	—	—
Commercial mortgage	—	—	—	—	—
Residential mortgage	627	630	732	—	1
Home equity	99	99	135	—	—
Total	<u>\$ 726</u>	<u>\$ 729</u>	<u>\$ 867</u>	<u>\$ —</u>	<u>\$ 1</u>

	For the Three Months Ended March 31, 2018				
	Carrying Value	Average Carrying Value	Unpaid Principal Balance	Related Allowance	Interest Income Recognized
	(dollars in thousands)				
With no required reserve recorded:					
Commercial and industrial	\$ 23	\$ 25	\$ 23	\$ —	\$ —
Commercial mortgage	213	213	227	—	—
Residential mortgage	1,157	1,164	1,360	—	—
Home equity	68	69	99	—	—
Total	<u>1,461</u>	<u>1,471</u>	<u>1,709</u>	<u>—</u>	<u>—</u>
With required reserve recorded:					
Commercial and industrial	—	—	—	—	—
Commercial mortgage	—	—	—	—	—
Residential mortgage	63	63	63	90	—
Home equity	—	—	—	—	—
Total	<u>63</u>	<u>63</u>	<u>63</u>	<u>90</u>	<u>—</u>
Total:					
Commercial and industrial	23	25	23	—	—
Commercial mortgage	213	213	227	—	—
Residential mortgage	1,220	1,227	1,423	90	—
Home equity	68	69	99	—	—
Total	<u>\$ 1,524</u>	<u>\$ 1,534</u>	<u>\$ 1,772</u>	<u>\$ 90</u>	<u>\$ —</u>

### *Allowance for Loan Losses*

The Company maintains an allowance for loan losses in an amount determined by management on the basis of the character of the loans, loan performance, financial condition of borrowers, the value of collateral securing loans, and other relevant factors. We provide for loan losses based upon the consistent application of our documented allowance for loan loss methodology. All loan losses are charged to the allowance for loan losses and all recoveries are credited to it. Additions to the allowance for loan losses are provided by charges to income based on various factors which, in our judgment, deserve current recognition in estimating probable losses. We regularly review the loan portfolio, including a review of our classified assets, and make provisions for loan losses in order to maintain the allowance for loan losses in accordance with GAAP. The allowance for loan losses consists primarily of two components:

1. Specific allowances established for impaired loans, as defined by GAAP. The amount of impairment provided for as a specific allowance is measured based on the deficiency, if any, between the present value of expected future cash flows discounted at the loan's effective interest rate at the time of impairment or, as a practical expedient, at the loan's observable market price, or the fair value of the collateral if the loan is collateral-dependent, and the carrying value of the loan; and
2. General allowances established for loan losses on a portfolio basis for loans that do not meet the definition of impaired loans. The portfolio is grouped into homogenous pools by similar risk characteristics, primarily by loan type and regulatory classification. We apply an estimated incurred loss rate to each loan group. The loss rates applied are based upon our historical loss experience over a designated look back period adjusted, as appropriate, for the quantitative, qualitative, and environmental factors discussed below. This evaluation is inherently subjective, as it requires material estimates that may be susceptible to significant revisions based upon changes in economic and real estate market conditions.

Actual loan losses may be significantly more than the allowance for loan losses we have established, which could have a material negative effect on our financial results.

The adjustments to historical loss experience are based on our evaluation of several quantitative, qualitative, and environmental factors, including:

- the loss emergence period, which represents the average amount of time between when loss events occur for specific loan types and when such problem loans are identified and the related loss amounts are confirmed through charge-offs;
- changes in any concentration of credit (including, but not limited to, concentrations by geography, industry, or collateral type);
- changes in the number and amount of non-accrual loans and past due loans;
- changes in national, state, and local economic trends;
- changes in the types of loans in the loan portfolio;
- changes in the experience and ability of personnel;
- changes in lending strategies; and
- changes in lending policies and procedures.

In addition, we may establish an unallocated allowance to provide for probable losses that have been incurred as of the reporting date but are not reflected in the allocated allowance.

We evaluate the allowance for loan losses based upon the combined total of the specific and general components. Generally, when the loan portfolio increases, absent other factors, the allowance for loan loss methodology results in a higher dollar amount of estimated probable losses than would be the case without the increase. Generally, when the loan portfolio decreases, absent other factors, the allowance for loan losses methodology results in a lower dollar amount of estimated probable losses than would be the case without the decrease. Periodically, management conducts an analysis to estimate the loss emergence period for various loan categories based on samples of historical charge-offs. Model output by loan category is reviewed to evaluate the reasonableness of the reserve levels in comparison to the estimated loss emergence period applied to historical loss experience.

We evaluate the loan portfolio on a quarterly basis and the allowance is adjusted accordingly. While we use the best information available to make evaluations, future adjustments to the allowance may be necessary if conditions differ substantially from the information used in making the evaluations. In addition, various regulatory agencies, as an integral part of their examination process, will periodically review the allowance for loan losses. Such agencies may require us to recognize additions to the allowance based on their analysis of information available to them at the time of their examination.

The following tables contain changes in the allowance for loan losses disaggregated by loan category March 31, 2019:

	For the Three Months Ended March 31, 2019							
	Residential Mortgages	Commercial Mortgages	Home Equity	Commercial & Industrial		Consumer	Impaired	Total
				Industrial	Consumer			
	(dollars in thousands)							
Allowance for loan losses:								
Balance at December 31, 2018	\$ 4,946	\$ 9,626	\$ 517	\$ 1,415	\$ 264	\$ —	\$ 16,768	
Charge-offs	—	—	—	(30)	(9)	—	(39)	
Recoveries	—	—	—	12	4	—	16	
Provision for (Release of)	310	(257)	17	(152)	(11)	—	(93)	
Balance at March 31, 2019	<u>\$ 5,256</u>	<u>\$ 9,369</u>	<u>\$ 534</u>	<u>\$ 1,245</u>	<u>\$ 248</u>	<u>\$ —</u>	<u>\$ 16,652</u>	

	For the Three Months Ended March 31, 2018							
	Residential Mortgages	Commercial Mortgages	Home Equity	Commercial & Industrial		Consumer	Impaired	Total
				Industrial	Consumer			
	(dollars in thousands)							
Allowance for loan losses:								
Balance at December 31, 2017	\$ 5,047	\$ 8,289	\$ 630	\$ 946	\$ 315	\$ 93	\$ 15,320	
Charge-offs	—	—	—	(5)	(5)	—	(10)	
Recoveries	—	—	—	11	2	—	13	
Provision for (Release of)	(355)	648	(60)	193	(14)	(3)	409	
Balance at March 31, 2018	<u>\$ 4,692</u>	<u>\$ 8,937</u>	<u>\$ 570</u>	<u>\$ 1,145</u>	<u>\$ 298</u>	<u>\$ 90</u>	<u>\$ 15,732</u>	

The following tables contain period-end balances of the allowance for loan losses and related loans receivable disaggregated by impairment method:

	March 31, 2019						
	Residential Mortgages	Commercial Mortgages	Home Equity	Commercial & Industrial		Consumer	Total
				Industrial	Consumer		
	(dollars in thousands)						
Allowance for loan losses							
Individually evaluated for impairment	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	
Collectively evaluated for impairment	5,256	9,369	534	1,245	248	16,652	
Total	<u>\$ 5,256</u>	<u>\$ 9,369</u>	<u>\$ 534</u>	<u>\$ 1,245</u>	<u>\$ 248</u>	<u>\$ 16,652</u>	

Loans receivable						
Individually evaluated for impairment	\$ 627	\$ —	\$ 99	\$ —	\$ —	\$ 726
Collectively evaluated for impairment	612,627	749,835	68,750	90,172	33,044	1,554,428
Total	<u>\$ 613,254</u>	<u>\$ 749,835</u>	<u>\$ 68,849</u>	<u>\$ 90,172</u>	<u>\$ 33,044</u>	<u>\$ 1,555,154</u>

	December 31, 2018						
	Residential Mortgages	Commercial Mortgages	Home Equity	Commercial & Industrial		Consumer	Total
				Industrial	Consumer		
	(dollars in thousands)						
Allowance for loan losses							
Individually evaluated for impairment	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	
Collectively evaluated for impairment	4,945	9,626	517	1,415	265	16,768	
Total	<u>\$ 4,945</u>	<u>\$ 9,626</u>	<u>\$ 517</u>	<u>\$ 1,415</u>	<u>\$ 265</u>	<u>\$ 16,768</u>	

Loans receivable						
Individually evaluated for impairment	\$ 647	\$ —	\$ 88	\$ 5	\$ —	\$ 740
Collectively evaluated for impairment	603,684	757,957	69,248	93,707	34,436	1,559,032
Total	<u>\$ 604,331</u>	<u>\$ 757,957</u>	<u>\$ 69,336</u>	<u>\$ 93,712</u>	<u>\$ 34,436</u>	<u>\$ 1,559,772</u>

## 8. INCOME TAXES

The effective tax rate was 21.9% for the quarter ended March 31, 2019, as compared to 21.8% for the quarter ended March 31, 2018.

Net deferred tax assets totaled \$7.2 million at March 31, 2019 and \$8.7 million at December 31, 2018. The Company recorded no valuation allowance for deferred tax assets at March 31, 2019.

The components of income tax expense were as follows:

	Three Months Ended March 31,	
	2019	2018
	(dollars in thousands)	
<b>Current</b>		
Federal	\$ 371	\$ 593
State	167	253
Total current expense	538	846
<b>Deferred</b>		
Federal	818	524
State	384	246
Total deferred	1,202	770
Total income tax expense	\$ 1,740	\$ 1,616

## 9. PENSION AND RETIREMENT PLANS

The components of net periodic benefit cost (credit) were as follows:

	Three Months Ended March 31,					
	Pension Plan		Supplemental Retirement Plan		Retirement Healthcare Plan	
	2019	2018	2019	2018	2019	2018
	(dollars in thousands)					
<b>Net periodic benefit cost</b>						
Service cost	\$ —	\$ —	\$ 68	\$ 89	\$ 5	\$ 6
Interest cost	426	386	90	77	6	5
Expected return on assets	(709)	(723)	—	—	—	—
Amortization of prior service cost (credit)	(1)	(1)	—	—	—	—
Amortization of net actuarial loss	—	16	—	1	(1)	5
Net periodic benefit cost (credit)	\$ (284)	\$ (322)	\$ 158	\$ 167	\$ 10	\$ 16

The Company made no contributions to the qualified defined benefit pension plan during the three months ended March 31, 2019. We do not expect to make any contributions to the qualified defined benefit plan during the remainder of 2019.

### *Employee Profit Sharing and 401(k) Plan*

The Company maintains a Profit Sharing Plan (“PSP”) that provides for deferral of federal and state income taxes on employee contributions allowed under Section 401(k) of federal law. Beginning in 2018, the Company matched employee contributions up to 100% of the first 4% of each participant’s salary, eligible bonus, and eligible incentive, up from 3% in 2017. Employees are eligible to participate in the PSP on the first day of their initial date of service. Each year, the Company may also make a discretionary contribution to the PSP. In 2018, employees were eligible to participate in the discretionary contribution portion of the PSP after completing 12 months of employment and 1,000 hours of service. The employee must be employed on the last day of the calendar year or retire at the normal retirement age of 65 during the calendar year to receive the discretionary contribution. Effective in 2019, employees are eligible to participate in the discretionary contribution portion of the PSP on the first day of their initial date of service.

### ***Employee Stock Ownership Plan***

The Company has an Employee Stock Ownership Plan (“ESOP”) for its eligible employees. Employees are eligible to participate in the ESOP on January 1 or July 1 following the completion of 12 months of service consisting of at least 1,000 hours and upon the attainment of age 21. Purchases of the Company’s stock by the ESOP will be funded by employer contributions or reinvestment of cash dividends.

Total expenses related to the PSP and ESOP for the three months ended March 31, 2019 and March 31, 2018 amounted to approximately \$586,000 and \$823,000, respectively.

### ***Defined Contribution SERP Plan***

For executives participating in the Defined Contribution SERP Plan (“DC SERP”), the Company made a discretionary contribution of 10% of each executive’s base salary and bonus to his or her account under the Company’s DC SERP, the Executive Deferred Compensation Plan. Total expenses related to the DC SERP for the three months ended March 31, 2019 and March 31, 2018 amounted to approximately \$43,000 and \$50,000, respectively.

## **10. STOCK BASED COMPENSATION**

### ***Time Vested Restricted Stock Awards (“RSAs”) and Time Vested Restricted Stock Units (“RSUs”)***

During the three months ended March 31, 2019, the Company issued the following RSAs and RSUs from the 2017 Equity and Cash Incentive Plan. The fair value of RSAs and RSUs is based upon the Company’s common stock closing share price on the date of the grant. The holders of RSAs participate fully in the rewards of stock ownership of the Company, including voting and dividend rights.

<b>Shares Granted</b>	<b>Weighted-Average Fair Value at Grant Date</b>	<b>Type of Award</b>
9,305	\$ 74.46	RSAs
8,132	\$ 73.00	RSUs

### ***Performance-Based Restricted Stock Units (“PRSUs”)***

On January 22, 2019, the Company granted 25,615 PRSUs. These PRSUs were issued from the 2017 Equity and Cash Incentive Plan and had a grant date fair value per share of \$73.00, as determined by the closing price on grant date. PRSUs are subject to a 3-year performance period and will be earned based on Return on Assets and Diluted Earnings Per Share growth performance as compared to the Company’s peer group.

The following table presents the pre-tax expense associated with all outstanding non-vested RSAs, RSUs, PRSUs, and the related tax benefits recognized:

	<b>Three Months Ended March 31,</b>	
	<b>2019</b>	<b>2018</b>
	<b>(dollars in thousands)</b>	
Stock based compensation expense	\$ 618	\$ 540
Related tax benefits	\$ 174	\$ 152

## **11. FINANCIAL INSTRUMENTS WITH OFF-BALANCE-SHEET RISK**

To meet the financing needs of its customers, the Company is a party to financial instruments with off-balance-sheet risk in the normal course of business. These financial instruments are primarily comprised of commitments to extend credit, commitments to sell residential mortgage loans, derivatives contracts, risk participation agreements, and standby letters of credit. Those instruments involve, to varying degrees, elements of credit and interest rate risk in excess of the amounts recognized in the consolidated balance sheets.

The Company’s exposure to credit loss in the event of nonperformance by the other party to the financial instrument for loan commitments and standby letters of credit is represented by the contractual amount of those instruments assuming that the amounts are fully advanced and that collateral, or other security, is of no value. The Company uses the same credit policies in making commitments and conditional obligations as it does for on-balance-sheet instruments.

Off-balance-sheet financial instruments with contractual amounts that present credit risk include the following:

	<u>March 31, 2019</u>	<u>December 31, 2018</u>
	(dollars in thousands)	
Financial instruments whose contractual amount represents credit risk:		
Commitments to extend credit:		
Unused portion of existing lines of credit	\$ 367,559	\$ 368,410
Origination of new loans	30,681	24,505
Standby letters of credit	7,030	8,752
Financial instruments whose notional amount exceeds the amount of credit risk:		
Commitments to sell residential mortgage loans	—	—

## 12. LEASES

The Company is obligated under various lease agreements covering its main office, branch offices, and other locations. These agreements are accounted for as operating leases and their terms expire between 2019 and 2030 and, in some instances, contain options to renew for periods up to 25 years.

The Company adopted Accounting Standards Update No. 2016-02 - *Leases* (“ASU 2016-02”) during the quarter ended March 31, 2019, and began recognizing its operating leases on its balance sheet by recording a lease liability, representing the Company’s legal obligation to make lease payments, and a Right-Of-Use (“ROU”) Asset, representing the Company’s legal right to use the leased office space and banking centers. The Company, by policy, does not include renewal options for leases as part of its right-of-use assets and lease liabilities unless they are deemed reasonably certain to exercise. The Company does not have any material sub-lease agreements.

The following table summarizes information related to the Company’s right-of-use asset and net lease liability:

	<u>March 31, 2019</u>	
	<u>Operating Leases</u>	<u>Balance Sheet Location</u>
	(dollars in thousands)	
Right-of-use asset	\$ 31,975	Other assets
Net lease liability	\$ 33,263	Other liabilities

Operating lease expenses are comprised of operating lease costs and variable lease costs, net of sublease income. The pattern and measurement of expense recognition of these costs were not significantly impacted by ASU 2016-02 and subsequent ASUs issued to amend this Topic.

Variable lease payments that are not dependent on an index or a rate, or changes in variable payments based on an index or rate after the commencement date, are excluded from the measurement of the lease liability, are recognized in the period incurred and included within variable lease costs below.

The Company determines whether a contract contains a lease based on whether a contract, or a part of a contract, conveys the right to control the use of an identified asset for a period of time in exchange for consideration. The discount rate is determined as either the rate implicit in the lease or when a rate cannot be readily determined, the Company’s incremental borrowing rate. The incremental borrowing rate is the rate of interest that the Company would have to pay to borrow on a collateralized basis over a similar term.



The components of operating lease cost and other related information are as follows:

	<b>Three Months Ended March 31,</b>
	<b>2019</b>
	<b>(dollars in thousands)</b>
Operating lease cost	\$ 1,188
Short-term lease cost	—
Variable lease cost (Cost excluded from lease payments)	—
Sublease income	(16)
<b>Total Operating Lease Cost</b>	<b>\$ 1,172</b>
<b>Other Information</b>	
Cash paid for amounts included in the measurement of lease liabilities - operating cash flows from operating leases	\$ 1,084
Operating Lease - Operating Cash Flows (Liability reduction)	814
Right-of-use assets obtained in exchange for new operating lease liabilities	32,909
Weighted average lease term - operating leases	8.89 Years
Weighted average discount Rate - operating leases	3.36%

The total minimum lease payments due in future periods for lease agreements in effect at March 31, 2019 and December 31, 2018 were as follows:

<b>Quarter Ended March 31,</b>	<b>Future Minimum Lease Payments</b>
	<b>(dollars in thousands)</b>
Remainder of 2019	3,369
2020	4,659
2021	4,660
2022	4,551
2023	4,452
Thereafter	17,117
<b>Total minimum lease payments</b>	<b>\$ 38,808</b>
<b>Year Ended December 31,</b>	<b>Future Minimum Lease Payments</b>
	<b>(dollars in thousands)</b>
2019	4,448
2020	4,661
2021	4,662
2022	4,553
2023	4,455
Thereafter	17,128
<b>Total minimum lease payments</b>	<b>\$ 39,907</b>

Several of the Company's lease agreements contain clauses calling for escalation of minimum lease payments contingent on increases in real estate taxes, gross income adjustments, percentage increases in the consumer price index, and certain ancillary maintenance costs. Total rental expense was \$1.3 million and \$1.1 million for the quarter ended March 31, 2019 and March 31, 2018, respectively.

Under the terms of a sublease agreement, the Company will receive minimum annual rental payments of approximately \$32,000 through July 31, 2019. Total rental income was \$16,000 for the quarters ended March 31, 2019 and March 31, 2018.

### 13. SHAREHOLDERS' EQUITY

As of March 31, 2019 and December 31, 2018, the Company and the Bank met all applicable minimum capital requirements and were considered "well-capitalized" by both the FRB and the FDIC.

	Actual		Minimum Capital Required For Capital Adequacy		Minimum Capital Required For Capital Adequacy Plus Capital Conservation Buffer (1)		Minimum To Be Well-Capitalized Under Prompt Corrective Action Provisions	
	Amount	Ratio	Amount	Ratio	Amount	Ratio	Amount	Ratio
<b>At March 31, 2019</b>								
Cambridge Bancorp:								
Total capital (to risk-weighted assets)	\$ 193,883	13.2%	\$ 117,145	8.0%	\$ 153,753	10.5%	N/A	N/A
Tier I capital (to risk-weighted assets)	177,181	12.1%	87,859	6.0%	124,467	8.5%	N/A	N/A
Common equity tier I capital (to risk-weighted assets)	177,181	12.1%	65,894	4.5%	102,502	7.0%	N/A	N/A
Tier I capital (to average assets)	177,181	8.3%	85,421	4.0%	85,421	4.0%	N/A	N/A
Cambridge Trust Company:								
Total capital (to risk-weighted assets)	\$ 186,489	12.7%	\$ 117,145	8.0%	\$ 153,753	10.5%	\$ 146,431	10.0%
Tier I capital (to risk-weighted assets)	169,787	11.6%	87,859	6.0%	124,467	8.5%	117,145	8.0%
Common equity tier I capital (to risk-weighted assets)	169,787	11.6%	65,894	4.5%	102,502	7.0%	95,180	6.5%
Tier I capital (to average assets)	169,787	8.0%	85,421	4.0%	85,421	4.0%	106,776	5.0%

(1) The 2013 Capital Rules adopted by the Federal Reserve, Office of the Comptroller of the Currency and the Federal Deposit Insurance Corporation implementing Basel III were fully phased-in effective January 1, 2019.

	Actual		Minimum Capital Required For Capital Adequacy		Minimum Capital Required For Capital Adequacy Plus Capital Conservation Buffer Basel III Phase-In Schedule		Minimum Capital Required For Capital Adequacy Plus Capital Conservation Buffer Basel III Fully Phased In		Minimum To Be Well-Capitalized Under Prompt Corrective Action Provisions	
	Amount	Ratio	Amount	Ratio	Amount	Ratio	Amount	Ratio	Amount	Ratio
<b>At December 31, 2018</b>										
Cambridge Bancorp:										
Total capital (to risk-weighted assets)	\$ 189,888	13.2%	\$ 114,666	8.0%	\$ 141,541	9.875%	\$ 150,500	10.5%	N/A	N/A
Tier I capital (to risk-weighted assets)	173,070	12.1%	86,000	6.0%	112,875	7.875%	121,833	8.5%	N/A	N/A
Common equity tier I capital (to risk-weighted assets)	173,070	12.1%	64,500	4.5%	91,375	6.375%	100,333	7.0%	N/A	N/A
Tier I capital (to average assets)	173,070	8.5%	81,507	4.0%	81,507	4.000%	81,507	4.0%	N/A	N/A
Cambridge Trust Company:										
Total capital (to risk-weighted assets)	\$ 185,507	12.9%	\$ 114,666	8.0%	\$ 141,541	9.875%	\$ 150,500	10.5%	\$ 143,333	10.0%
Tier I capital (to risk-weighted assets)	168,689	11.8%	86,000	6.0%	112,875	7.875%	121,833	8.5%	114,666	8.0%
Common equity tier I capital (to risk-weighted assets)	168,689	11.8%	64,500	4.5%	91,375	6.375%	100,333	7.0%	93,166	6.5%
Tier I capital (to average assets)	168,689	8.3%	81,507	4.0%	81,507	4.000%	81,507	4.0%	101,884	5.0%

#### 14. OTHER COMPREHENSIVE INCOME

The following table presents the changes in accumulated other comprehensive income (loss) during the period, by component, net of tax:

	Three Months Ended March 31, 2019			Three Months Ended March 31, 2018		
	Before Tax Amount	Tax (Expense) or Benefit	Net-of-tax Amount	Before Tax Amount	Tax (Expense) or Benefit	Net-of-tax Amount
(dollars in thousands)						
Unrealized (losses)/gains on available for sale securities						
Unrealized holding (losses)/gains arising during period	\$ 1,425	\$ (330)	\$ 1,095	\$ (1,678)	\$ 326	\$ (1,352)
Reclassification adjustment for (gains)/losses recognized in net income	87	(21)	66	—	—	—
Derivatives						
Change in interest rate contracts	(42)	12	(30)	—	—	—
Defined benefit retirement plans						
Change in retirement liability	36	(10)	26	14	(4)	10
Total Other Comprehensive (Loss)/Income	<u>\$ 1,506</u>	<u>\$ (349)</u>	<u>\$ 1,157</u>	<u>\$ (1,664)</u>	<u>\$ 322</u>	<u>\$ (1,342)</u>

Reclassifications out of Accumulated Other Comprehensive Income (“AOCI”) that have an impact on net income are presented below:

Details about Accumulated Other Comprehensive Income Components	Three Months Ended March 31,		Affected Line Item in the Statement where Net Income is Presented
	2019	2018	
(dollars in thousands)			
Unrealized gains and losses on available for sale securities	\$ (87)	\$ —	Gain/(loss) on disposition of investment securities
Tax benefit or (expense)	21	—	Provision for income taxes
Net of tax	<u>\$ (66)</u>	<u>\$ —</u>	Net income

## 15. EARNINGS PER SHARE

The following represents a reconciliation between basic and diluted earnings per share:

	Three Months Ended March 31,	
	2019	2018
(dollars in thousands, except per share data)		
<b>Earnings per common share - basic:</b>		
Numerator:		
Net income	\$ 6,198	\$ 5,805
Less dividends and undistributed earnings allocated to participating securities	(61)	(64)
Net income applicable to common shareholders	<u>\$ 6,137</u>	<u>\$ 5,741</u>
Denominator:		
Weighted average common shares outstanding	4,073	4,053
Earnings per common share - basic	<u>\$ 1.51</u>	<u>\$ 1.42</u>
<b>Earnings per common share - diluted:</b>		
Numerator:		
Net income	\$ 6,198	\$ 5,805
Less dividends and undistributed earnings allocated to participating securities	(61)	(64)
Net income applicable to common shareholders	<u>\$ 6,137</u>	<u>\$ 5,741</u>
Denominator:		
Weighted average common shares outstanding	4,073	4,053
Dilutive effect of common stock equivalents	34	19
Weighted average diluted common shares outstanding	<u>4,107</u>	<u>4,072</u>
Earnings per common share - diluted	<u>\$ 1.49</u>	<u>\$ 1.41</u>

## 16. DERIVATIVE AND HEDGING ACTIVITIES

The Company utilizes interest rate swaps and floors to mitigate exposure to interest rate risk and to facilitate the needs of our customers. The Company's derivative financial instruments are used to manage differences in the amount, timing, and duration of the Company's known or expected cash receipts principally related to the Company's assets.

### *Cash Flow Hedges of Interest Rate Risk*

The Company uses interest rate floors to manage its exposure to interest rate movements. Interest rate floors designated as cash flow hedges involve the receipt of variable-rate amounts from a counterparty if interest rates fall below the strike rate on the contract in exchange for an up-front premium.

For derivatives designated and that qualify as cash flow hedges of interest rate risk, the gain or loss on the derivative is recorded in accumulated other comprehensive income and subsequently reclassified into interest income in the same period(s) during which the hedged transaction affects earnings. Gains and losses on the derivative representing hedge components excluded from the assessment of effectiveness are recognized over the life of the hedge on a systematic and rational basis. The earnings recognition of excluded components is presented in interest income. Amounts reported in accumulated other comprehensive income related to derivatives will be reclassified to interest income as interest payments are received on the Company's variable-rate assets.

### **Non-designated Hedges**

Derivatives not designated as hedges are not speculative and result from a service the Company provides to certain customers. For the Company's customers, these are interest rate swaps and risk participation agreements.

**Interest Rate Swaps.** The Company enters into interest rate swap contracts to help commercial loan borrowers manage their interest rate risk. The interest rate swap contracts with commercial loan borrowers allow them to convert floating-rate loan payments to fixed rate loan payments. When the Bank enters into an interest rate swap contract with a commercial loan borrower, it simultaneously enters into a “mirror” swap contract with a third party. The third party exchanges the client’s fixed-rate loan payments for floating-rate loan payments. These derivatives are not designated as hedges and therefore, changes in fair value are recognized in earnings. Because these derivatives have mirror-image contractual terms, the changes in fair value substantially offset each other through earnings. Fees earned in connection with the execution of derivatives related to this program are recognized in earnings through other loan related derivative income.

The credit risk associated with swap transactions is the risk of default by the counterparty. To minimize this risk, the Company enters into interest rate agreements only with highly rated counterparties that management believes to be creditworthy. The notional amounts of these agreements do not represent amounts exchanged by the parties and, thus, are not a measure of the potential loss exposure.

**Risk Participation Agreements**

The Company enters into risk participation agreements (“RPAs”) with other banks participating in commercial loan arrangements. Participating banks guarantee the performance on borrower-related interest rate swap contracts. RPAs are derivative financial instruments and are recorded at fair value. These derivatives are not designated as hedges and therefore, changes in fair value are recognized in earnings with a corresponding offset within other assets or other liabilities.

Under a risk participation-out agreement, a derivative asset, the Company participates out a portion of the credit risk associated with the interest rate swap position executed with the commercial borrower, for a fee paid to the participating bank. Under a risk participation-in agreement, a derivative liability, the Company assumes, or participates in, a portion of the credit risk associated with the interest rate swap position with the commercial borrower for a fee received from the other bank.

The following tables present the notional amount, the location, and fair values of derivative instruments in the Company’s Consolidated Balance Sheets:

	<b>March 31, 2019</b>					
	<b>Derivative Assets</b>			<b>Derivative Liabilities</b>		
	<b>Notional Amount</b>	<b>Balance Sheet Location</b>	<b>Fair Value</b>	<b>Notional Amount</b>	<b>Balance Sheet Location</b>	<b>Fair Value</b>
	(dollars in thousands)			(dollars in thousands)		
<b>Derivatives designated as hedging instruments</b>						
Interest rate contracts	\$ 150,000	Other Assets	\$ 1,881	\$ —	Other Liabilities	\$ —
Total derivatives designated as hedging instruments			<u>\$ 1,881</u>			<u>\$ —</u>
<b>Derivatives not designated as hedging instruments</b>						
Loan related derivative contracts						
Interest rate swaps with customers	\$ 176,679	Other Assets	\$ 8,063	\$ —	Other Liabilities	\$ —
Mirror swaps with counterparties	—	Other Assets	—	176,679	Other Liabilities	8,063
Risk participation agreements out to counterparties	19,000	Other Assets	34	—	Other Liabilities	—
Risk participation agreements in with counterparties	—	Other Assets	—	73,776	Other Liabilities	291
Total derivatives not designated as hedging instruments			<u>\$ 8,097</u>			<u>\$ 8,354</u>

	December 31, 2018					
	Derivative Assets			Derivative Liabilities		
	Notional Amount	Balance Sheet Location	Fair Value	Notional Amount	Balance Sheet Location	Fair Value
(dollars in thousands)			(dollars in thousands)			
<b>Derivatives designated as hedging instruments</b>						
Interest rate contracts	\$ 150,000	Other Assets	\$ 1,970	\$ —	Other Liabilities	\$ —
Total derivatives designated as hedging instruments			\$ 1,970			\$ —
<b>Derivatives not designated as hedging instruments</b>						
Loan related derivative contracts						
Interest rate swaps with customers	\$ 150,489	Other Assets	\$ 5,782	\$ —	Other Liabilities	\$ —
Mirror swaps with counterparties	—	Other Assets	—	150,489	Other Liabilities	5,782
Risk participation agreements out to counterparties	19,000	Other Assets	28	—	Other Liabilities	—
Risk participation agreements in with counterparties	—	Other Assets	—	63,825	Other Liabilities	179
Total derivatives not designated as hedging instruments			\$ 5,810			\$ 5,961

The following table presents the effect of cash flow hedge accounting on Accumulated Other Comprehensive Income as of March 31, 2019:

	Amount of Gain or (Loss) Recognized in OCI on Derivative	Amount of Gain or (Loss) Recognized in OCI Included Component	Amount of Gain or (Loss) Recognized in OCI Excluded Component	Location of Gain or (Loss)	Amount of Gain or (Loss) Reclassified from Accumulated OCI into Income	Amount of Gain or (Loss) Reclassified from Accumulated OCI into Income Included Component	Amount of Gain or (Loss) Reclassified from Accumulated OCI into Income Excluded Component
	Three Months Ended March 31, 2019				Three Months Ended March 31, 2019		
	(dollars in thousands)				(dollars in thousands)		
Interest rate contracts	\$ (89)	\$ —	\$ (89)	Interest Income	\$ (48)	\$ —	\$ (48)
<b>Total</b>	<b>\$ (89)</b>	<b>\$ —</b>	<b>\$ (89)</b>		<b>\$ (48)</b>	<b>\$ —</b>	<b>\$ (48)</b>

During 2019, the Company estimates that an additional \$194,000 will be reclassified out of accumulated other comprehensive income into earnings, as a reduction to interest income.

The following table presents the effect of the Company's derivative financial instruments on the Income Statement at March 31, 2019:

	Three Months Ended March 31, 2019
	Interest Income
	(dollars in thousands)
Total amount of income presented in the income statement in which the effects of fair value or cash flow hedges are recorded	\$ (48)
The effects of fair value and cash flow hedging:	
Gain or (loss) on cash flow hedging relationships in Subtopic 815-20	
<u>Interest rate contracts</u>	
Amount of gain or (loss) reclassified from accumulated other comprehensive income into income	\$ (48)
Amount of Gain or (Loss) Reclassified from Accumulated OCI into Income - Included Component	—
Amount of Gain or (Loss) Reclassified from Accumulated OCI into Income - Excluded Component	\$ (48)

The following table presents the effect of the Company's derivative financial instruments that are not designated as hedging instruments on the Income Statement as of the periods presented:

	Location of Gain or (Loss)	Amount of Gain or (Loss) Recognized in Income on Derivative	
		Three Months Ended March 31,	Three Months Ended March 31,
		2019	2018
		(dollars in thousands)	
Other contracts	Other income	\$ 74	\$ 28
Total		\$ 74	\$ 28

### *Credit-risk-related Contingent Features*

By using derivatives, the Company is exposed to credit risk to the extent that counterparties to the derivative contracts do not perform as required. Should a counterparty fail to perform under the terms of a derivative contract, the Company's credit exposure on interest rate swaps is limited to the net positive fair value and accrued interest of all swaps with each counterparty. The Company seeks to minimize counterparty credit risk through credit approvals, limits, monitoring procedures, and obtaining collateral, where appropriate. Institutional counterparties must have an investment grade credit rating and be approved by the Company's Board of Directors. As such, management believes the risk of incurring credit losses on derivative contracts with institutional counterparties is remote.

The Company has agreements with its derivative counterparties that contain a provision where if the Company defaults on any of its indebtedness, including default where repayment of the indebtedness has not been accelerated by the lender, then the Company could also be declared in default on its derivative obligations. In addition, the Company also has agreements with certain of its derivative counterparties that contain a provision where if the Company fails to maintain its status as a well-capitalized institution, then the counterparty could terminate the derivative positions and the Company would be required to settle its obligations under the agreements.

As of March 31, 2019, the fair value of derivatives in a net liability position, which includes accrued interest but excludes any adjustment for nonperformance risk, related to these agreements was \$4.4 million. As of March 31, 2019, the Company has minimum collateral posting thresholds with certain of its derivative counterparties and has posted collateral of \$3.9 million. If the Company had breached any of these provisions at March 31, 2019, it could have been required to settle its obligations under the agreements at their termination value of \$4.4 million.

### *Balance Sheet Offsetting*

Certain financial instruments may be eligible for offset in the consolidated balance sheet and/or subject to master netting arrangements or similar agreements. The Company's derivative transactions with institutional counterparties are generally executed under International Swaps and Derivative Association ("ISDA") master agreements which include "right of set-off" provisions. In such cases there is generally a legally enforceable right to offset recognized amounts and there may be an intention to settle such amounts on a net basis. Generally, the Company does not offset such financial instruments for financial reporting purposes.

The following tables present the information about financial instruments that are eligible for offset in the consolidated balance sheet as March 31, 2019 and December 31, 2018:

	<u>Gross Amounts of Recognized</u>	<u>Gross Amounts Offset</u>	<u>Net Amounts Recognized</u>	<u>Gross Amounts Not Offset</u>		<u>Net Amount</u>
				<u>Financial Instruments</u>	<u>Collateral Pledged (Received)</u>	

March 31, 2019

(dollars in thousands)

Offsetting of Derivative Assets

Derivative Assets	\$ 9,978	\$ —	\$ 9,978	\$ 2,777	\$ —	\$ 7,201
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Offsetting of Derivative Liabilities

Derivative Liabilities	\$ 8,354	\$ —	\$ 8,354	\$ 2,777	\$ 3,651	\$ 1,926
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	<u>Gross Amounts of Recognized</u>	<u>Gross Amounts Offset</u>	<u>Net Amounts Recognized</u>	<u>Gross Amounts Not Offset</u>		<u>Net Amount</u>
				<u>Financial Instruments</u>	<u>Collateral Pledged (Received)</u>	

December 31, 2018

(dollars in thousands)

Offsetting of Derivative Assets

Derivative Assets	\$ 7,780	\$ —	\$ 7,780	\$ 3,099	\$ (743)	\$ 3,938
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Offsetting of Derivative Liabilities

Derivative Liabilities	\$ 5,961	\$ —	\$ 5,961	\$ 3,099	\$ 260	\$ 2,602
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## 17. FAIR VALUE MEASUREMENTS

The following is a summary of the carrying values and estimated fair values of the Company's significant financial instruments as of the dates indicated:

	<u>March 31, 2019</u>		<u>December 31, 2018</u>	
	<u>Carrying Value</u>	<u>Estimated Fair Value</u>	<u>Carrying Value</u>	<u>Estimated Fair Value</u>

(dollars in thousands)

Financial assets

Cash and cash equivalents	\$ 37,006	\$ 37,006	\$ 18,473	\$ 18,473
Securities available for sale	144,762	144,762	168,163	168,163
Securities held to maturity	298,830	300,607	282,869	281,310
Loans, net	1,538,502	1,495,977	1,543,004	1,484,905
Loans held for sale	—	—	—	—
FHLB Boston stock	2,672	2,672	6,844	6,844
Accrued interest receivable	6,012	6,012	5,762	5,762
Mortgage servicing rights	647	898	666	941
Interest rate contracts	1,881	1,881	1,970	1,970
Loan level interest rate swaps	8,063	8,063	5,782	5,782
Risk participation agreements out to counterparties	34	34	28	28

Financial liabilities

Deposits	1,902,383	1,900,594	1,811,410	1,809,051
Short-term borrowings	—	—	90,000	90,000
Long-term borrowings	3,366	3,337	3,409	3,363
Loan level interest rate swaps	8,063	8,063	5,782	5,782
Risk participation agreements in with counterparties	291	291	179	179



The Company follows ASC 820, “Fair Value Measurements and Disclosures,” for financial assets and liabilities. ASC 820 defines fair value, establishes a framework for measuring fair value, and expands disclosure requirements about fair value measurements. ASC 820, among other things, emphasizes that fair value is a market-based measurement, not an entity-specific measurement, and states that a fair value measurement should be determined based on the assumptions the market participants would use in pricing the asset or liability. In addition, ASC 820 specifies a hierarchy of valuation techniques based on whether the types of valuation information (“inputs”) are observable or unobservable. Observable inputs reflect market data obtained from independent sources, while unobservable inputs reflect the Company’s market assumptions. These two types of inputs have created the following fair value hierarchy:

- Level 1 – Quoted prices for identical assets or liabilities in active markets.
- Level 2 – Quoted prices for similar assets or liabilities in active markets; quoted prices for identical or similar assets or liabilities in inactive markets; and model-derived valuations in which all significant inputs and significant value drivers are observable in active markets.
- Level 3 – Valuations derived from techniques in which one or more significant inputs or significant value drivers are unobservable in the markets and which reflect the Company’s market assumptions.

Under ASC 820, fair values are based on the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. When available, the Company uses quoted market prices to determine fair value. If quoted prices are not available, fair value is based upon valuation techniques, such as matrix pricing or other models that use, where possible, current market-based or independently sourced market parameters, such as interest rates. If observable market-based inputs are not available, the Company uses unobservable inputs to determine appropriate valuation adjustments using methodologies applied consistently over time.

Valuation techniques based on unobservable inputs are highly subjective and require judgments regarding significant matters, such as the amount and timing of future cash flows and the selection of discount rates that may appropriately reflect market and credit risks.

Changes in these judgments often have a material impact on the fair value estimates. In addition, since these estimates are as of a specific point in time, they are susceptible to material near-term changes. The fair values disclosed do not reflect any premium or discount that could result from offering significant holdings of financial instruments at bulk sale, nor do they reflect the possible tax ramifications or estimated transaction costs. Changes in economic conditions may also dramatically affect the estimated fair values.

The Company uses fair value measurements to record fair value adjustments to certain assets and liabilities and to determine fair value disclosures. Securities available for sale, derivative instruments, and hedges are recorded at fair value on a recurring basis. Additionally, from time to time, the Company may be required to record at fair value other assets on a nonrecurring basis, such as collateral dependent impaired loans.

In accordance with the requirements of ASU 2016-01, the Company uses an exit price notion for its fair value disclosures as of March 31, 2019.

The following tables summarize certain assets reported at fair value on a recurring basis:

	Fair Value as of March 31, 2019			Total
	Level 1	Level 2	Level 3	
(dollars in thousands)				
Measured on a recurring basis				
Securities available for sale				
U.S. GSE obligations	\$ —	\$ 54,428	\$ —	\$ 54,428
Mortgage-backed securities	—	86,359	—	86,359
Corporate debt securities	—	3,975	—	3,975
Other assets				
Interest rate swaps with customers	—	8,063	—	8,063
Risk participation agreements out to counterparties	—	34	—	34
Interest rate contracts	—	1,881	—	1,881
Other liabilities				
Mirror swaps with counterparties	—	8,063	—	8,063
Risk participation agreements in with counterparties	—	291	—	291

	Fair Value as of December 31, 2018			
	Level 1	Level 2	Level 3	Total
(dollars in thousands)				
<b>Measured on a recurring basis</b>				
Securities available for sale				
U.S. GSE obligations	\$ —	\$ 74,039	\$ —	\$ 74,039
Mortgage-backed securities	—	89,268	—	89,268
Corporate debt securities	—	4,856	—	4,856
Other assets				
Interest rate swaps with customers	—	5,782	—	5,782
Risk participation agreements out to counterparties	—	28	—	28
Interest rate contracts	—	1,970	—	1,970
Other liabilities				
Mirror swaps with counterparties	—	5,782	—	5,782
Risk participation agreements in with counterparties	—	179	—	179

There were no assets measured at fair value on a non-recurring basis during the quarter ended March 31, 2019 and at December 31, 2018.

There were no transfers between levels for the three months ended March 31, 2019 and the three months ended March 31, 2018.

The following is a description of the principal valuation methodologies used by the Company to estimate the fair values of its financial instruments.

#### ***Investment Securities***

For investment securities, fair values are primarily based upon valuations obtained from a national pricing service which uses matrix pricing with inputs that are observable in the market or can be derived from, or corroborated by, observable market data. When available, quoted prices in active markets for identical securities are utilized.

#### ***Loans Held for Sale***

For loans held for sale, fair values are estimated using projected future cash flows, discounted at rates based upon either trades of similar loans or mortgage-backed securities, or at current rates at which similar loans would be made to borrowers with similar credit ratings and for similar remaining maturities.

#### ***Loans***

For most categories of loans, fair values are estimated using projected future cash flows, discounted at rates based upon current rates at which similar loans would be made to borrowers with similar credit ratings, and for similar remaining maturities. Projected estimated cash flows are adjusted for prepayment assumptions, liquidity premium assumptions, and credit loss assumptions. Loans that are deemed to be impaired in accordance with ASC 310, "Receivables," are valued based upon the lower of cost or fair value of the underlying collateral.

#### ***FHLB of Boston Stock***

The fair value of FHLB of Boston stock equals its carrying value since such stock is only redeemable at its par value.

#### ***Deposits***

The fair value of non-maturity deposit accounts is the amount payable on demand at the reporting date. This amount does not take into account the value of the Bank's long-term relationships with core depositors. The fair value of fixed-maturity certificates of deposit is estimated using a replacement cost of funds approach and is based upon rates currently offered for deposits of similar remaining maturities.

### ***Long-Term Borrowings***

For long-term borrowings, fair values are estimated using future cash flows, discounted at rates based upon current costs for debt securities with similar terms and remaining maturities.

### ***Other Financial Assets and Liabilities***

Cash and cash equivalents, accrued interest receivable, and short-term borrowings have fair values which approximate their respective carrying values because these instruments are payable on demand or have short-term maturities and present relatively low credit risk and interest rate risk.

### ***Derivative Instruments and Hedges***

The valuation of these instruments is determined using widely accepted valuation techniques including discounted cash flow analysis on the expected cash flows of each derivative. This analysis reflects the contractual terms of the derivatives, including the period to maturity, and uses observable market-based inputs, including interest rate curves and implied volatilities. The Bank incorporates credit valuation adjustments to appropriately reflect nonperformance risk in the fair value measurements. In adjusting the fair value of its derivative contracts for the effect of nonperformance risk, the Bank has considered the impact of netting and any applicable credit enhancements, such as collateral postings.

### ***Off-Balance-Sheet Financial Instruments***

In the course of originating loans and extending credit, the Bank will charge fees in exchange for its commitment. While these commitment fees have value, the Bank has not estimated their value due to the short-term nature of the underlying commitments and their immateriality.

### ***Values Not Determined***

In accordance with ASC 820, the Company has not estimated fair values for non-financial assets such as banking premises and equipment, goodwill, the intangible value of the Bank's portfolio of loans serviced for itself, and the intangible value inherent in the Bank's deposit relationships (i.e., core deposits), among others. Accordingly, the aggregate fair value amounts presented do not represent the underlying value of the Company.

## Item 2. Management's Discussion and Analysis of Financial Condition and Results of Operations.

The following analysis discusses the changes in financial condition and results of operation of Cambridge Bancorp (together with its bank subsidiary, unless the context otherwise requires, the "Company") and should be read in conjunction with Company's Annual Report on Form 10-K for the fiscal year ended December 31, 2018, filed with the Securities and Exchange Commission.

### Forward-Looking Statements

This report contains forward-looking statements as defined in the Private Securities Litigation Reform Act of 1995. Such forward-looking statements about the Company and its industry involve substantial risks and uncertainties. Statements other than statements of current or historical fact, including statements regarding the Company's future financial condition, results of operations, business plans, liquidity, cash flows, projected costs, and the impact of any laws or regulations applicable to the Company, are forward-looking statements. Words such as "anticipates," "believes," "estimates," "expects," "forecasts," "intends," "plans," "projects," "may," "will," "should," and other similar expressions are intended to identify these forward-looking statements. Such statements are subject to factors that could cause actual results to differ materially from anticipated results. Such factors include, but are not limited to, the following:

- national, regional and local economic conditions may be less favorable than expected, resulting in, among other things, increased charge offs of loans, higher provisions for credit losses and/or reduced demand for the Company's services;
- disruptions to the credit and financial markets, either nationally or globally;
- weakness in the real estate market, including the secondary residential mortgage market, which can affect, among other things, the value of collateral securing mortgage loans, mortgage loan originations and delinquencies, and profits on sales of mortgage loans;
- legislative, regulatory or accounting changes, including changes resulting from the adoption and implementation of the Dodd-Frank Act, which may adversely affect our business and/or competitive position, impose additional costs on the Company or cause us to change our business practices;
- the Dodd-Frank Act's consumer protection regulations which could adversely affect the Company's business, financial condition or results of operations;
- disruptions in the Company's ability to access capital markets which may adversely affect its capital resources and liquidity;
- the Company's heavy reliance on communications and information systems to conduct its business and reliance on third parties and affiliates to provide key components of its business infrastructure, any disruptions of which could interrupt the Company's operations or increase the costs of doing business;
- that the Company's financial reporting controls and procedures may not prevent or detect all errors or fraud;
- the Company's dependence on the accuracy and completeness of information about clients and counterparties;
- the fiscal and monetary policies of the federal government and its agencies;
- the failure to satisfy capital adequacy and liquidity guidelines applicable to the Company;
- downgrades in the Company's credit rating;
- changes in interest rates which could affect interest rate spreads and net interest income;
- costs and effects of litigation, regulatory investigations or similar matters;
- the inability to realize expected cost savings or implement integration plans and other adverse consequences associated with the Merger;
- a failure by the Company to effectively manage the risks the Company faces, including credit, operational and cyber security risks;
- increased pressures from competitors (both banks and non-banks) and/or an inability by the Company to remain competitive in the financial services industry, particularly in the markets which the Company serves, and keep pace with technological changes;
- unpredictable natural or other disasters, which could impact the Company's customers or operations;
- a loss of customer deposits, which could increase the Company's funding costs;
- the disparate impact that can result from having loans concentrated by loan type, industry segment, borrower type or location of the borrower or collateral;

- changes in the creditworthiness of customers;
- increased loan losses or impairment of goodwill and other intangibles;
- negative public opinion which could damage the Company’s reputation and adversely impact business and revenues;
- the Company depends on the expertise of key personnel, and if these individuals leave or change their roles without effective replacements, operations may suffer;
- the Company may not be able to hire or retain additional qualified personnel and recruiting and compensation costs may increase as a result of turnover, both of which may increase costs and reduce profitability and may adversely impact the Company’s ability to implement the Company’s business strategies; and
- changes in the Company’s accounting policies or in accounting standards which could materially affect how the Company reports financial results and condition.

The Company does not undertake, and specifically disclaims any obligation, to publicly release the result of any revisions which may be made to any forward-looking statements to reflect the occurrence of anticipated or unanticipated events or circumstances after the date of such statements. You are cautioned not to place undue reliance on these forward-looking statements.

## OVERVIEW

Cambridge Bancorp (together with its bank subsidiary, unless the context otherwise requires, the “Company”) is a Massachusetts state-chartered, federally registered bank holding company headquartered in Cambridge, Massachusetts. The Company is a Massachusetts corporation formed in 1983 and has one bank subsidiary: Cambridge Trust Company (the “Bank”), formed in 1890. As of March 31, 2019, the Company had total assets of approximately \$2.1 billion. The Bank operates 10 full-service banking offices in six cities and towns in Eastern Massachusetts and Southeastern New Hampshire. As a Private Bank, we focus on four core services that center around client needs. Our core services include Wealth Management, Commercial Banking, Residential Lending, and Personal Banking. The Bank’s customers consist primarily of consumers and small- and medium-sized businesses in these communities and surrounding areas throughout Massachusetts and New Hampshire. The Company’s Wealth Management Group has five offices, two in Boston, Massachusetts and three in New Hampshire in Concord, Manchester, and Portsmouth. As of March 31, 2019, the Company had Assets under Management and Administration of approximately \$3.1 billion. The Wealth Management Group offers comprehensive investment management, as well as trust administration, estate settlement, and financial planning services. Our wealth management clients value personal service and depend on the commitment and expertise of our experienced banking, investment, and fiduciary professionals.

The Wealth Management Group customizes its investment portfolios to help its clients meet their long-term financial goals while moderating short-term stock market volatility. Through careful monitoring of asset allocation and disciplined security selection, the Bank’s in-house investment team provides clients with long-term capital growth while minimizing risk. Our internally developed, research-driven process is managed by our team of portfolio managers and analysts. We build discretionary portfolios consisting of our best investment ideas, focusing on individual global equities, fixed income securities, exchange-traded funds, and mutual funds. Our team-oriented approach fosters spirited discussion and rigorous evaluation of investments.

The Company offers a wide range of services to commercial enterprises, non-profit organizations, and individuals. The Company emphasizes service to consumers and small- and medium-sized businesses in its market area. The Company makes commercial loans, commercial real estate loans, construction loans, consumer loans, and real estate loans (including one-to-four family and home equity lines of credit), and accepts savings, time, and demand deposits. In addition, the Company offers a wide range of commercial and personal banking services which include cash management, online banking, mobile banking, and global payments. The Company has one trademark, “Thought Series.”

The Company’s results of operations are largely dependent on net interest income, which is the difference between the interest earned on loans and securities and interest paid on deposits and borrowings, and non-interest income largely from its wealth management services. The results of operations are affected by the level of income and fees from loans, deposits, as well as operating expenses, the provision for loan losses, the impact of federal and state income taxes, the relative levels of interest rates, and local and national economic activity.

Through the Bank, the Company focuses on wealth management, the commercial banking business, and private banking for clients, including residential lending and personal banking. Within the commercial loan portfolio, the Company has traditionally been a commercial real estate lender and in recent years has diversified commercial operations within the areas of commercial and industrial lending to include Innovation Banking, which specializes in working with New England-based entrepreneurs, and asset based lending that helps companies throughout New England and New York grow by borrowing against existing assets. The Innovation Banking group has a narrow client focus for lending and provides a local banking option for technology and entrepreneurial companies within our market area that are primarily serviced by out-of-market institutions. Personal banking focuses on providing exceptional service to clients and in deepening relationships.

## Merger with Optima Bank & Trust Company

In the fourth quarter of 2018, Cambridge Bancorp, Cambridge Trust Company, and Optima Bank & Trust Company (“Optima”) entered into a definitive agreement pursuant to which the parties agreed that Optima would merge with and into Cambridge Trust Company in a stock and cash transaction (the “Merger”). Under the terms of the Agreement and Plan of Merger (the “Merger Agreement”), each outstanding share of Optima common stock was converted into the right to receive \$32.00 in cash or 0.3468 shares of the Company’s common stock, with the transaction structured as 95 percent common stock and 5 percent cash.

The Company completed the Merger on April 17, 2019, effective at 11:59 p.m. Eastern Standard Time. The addition of Optima’s six banking offices brings our total full service banking office count to sixteen and allows us to offer comprehensive private banking and wealth management services in New Hampshire. As a result of the Merger, former Optima shareholders received approximately 722,746 shares of Cambridge Bancorp common stock in the aggregate and an aggregate of approximately \$3.5 million in cash.

## CRITICAL ACCOUNTING POLICIES

Accounting policies involving significant judgments and assumptions by management, which have, or could have, a material impact on the carrying value of certain assets and impact income, are considered critical accounting policies. The Company considers allowance for loan losses and income taxes to be its critical accounting policies. There have been no significant changes to the Company’s critical accounting policies and estimates from those disclosed in our Annual Report on Form 10-K for the fiscal year ended December 31, 2018.

## Recent Accounting Developments

See Note 4 to the Unaudited Consolidated Financial Statements for details of recently issued and adopted accounting pronouncements and their expected impact on the Company’s financial statements.

## RESULTS OF OPERATIONS

### *Results of Operations for the three months ended March 31, 2019 and March 31, 2018*

**General.** Net income increased \$393,000, or 6.8%, to \$6.2 million for the quarter ended March 31, 2019, as compared to net income of \$5.8 million for the quarter ended March 31, 2018, primarily due to a \$1.6 million increase in net interest and dividend income after the provision for loan losses. This increase was partially offset by a \$221,000 decrease in non-interest income, an \$872,000 increase in noninterest expense, and higher income tax expense of \$124,000. Diluted earnings per share were \$1.49 for the first quarter of 2019, representing a 5.7% increase over diluted earnings per share of \$1.41 for the same quarter last year.

Excluding merger and acquisition expenses incurred during the quarter related to the Merger, operating net income was \$6.3 million for the quarter ended March 31, 2019, an increase of \$480,000, or 8.3%, compared to \$5.8 million for the quarter ended March 31, 2018. Operating diluted earnings per share were \$1.52 for the first quarter of 2019, representing a 7.8% increase over operating diluted earnings per share of \$1.41 for the same quarter last year.

**Net Interest and Dividend Income.** Net interest and dividend income after the provision for loan losses increased by \$1.6 million, or 10.9%, to \$16.4 million for the quarter ended March 31, 2019, as compared to \$14.7 million for the quarter ended March 31, 2018. The increase was due to a combination of higher average interest-earning assets and higher yields on these assets. Average interest earning assets increased by \$140.9 million, or 7.4%, to \$2.0 billion as of March 31, 2019, from \$1.9 billion as of March 31, 2018. The Company’s net interest margin, on a fully taxable equivalent basis, decreased two basis points to 3.26% for the quarter ended March 31, 2019, as compared to 3.28% for the quarter ended March 31, 2018.

**Interest and Dividend Income.** Total interest and dividend income increased \$3.0 million, or 18.5%, to \$19.1 million for the quarter ended March 31, 2019, as compared to \$16.1 million for the quarter ended March 31, 2018, primarily due to a \$2.9 million increase in interest income from loans, and a \$215,000 increase in interest on investment securities. These increases were partially offset by a \$153,000 decrease in interest on overnight investments.

**Interest Expense.** Interest expense increased \$1.9 million, or 191.8%, to \$2.9 million for the quarter ended March 31, 2019, as compared to \$1.0 million for the quarter ended March 31, 2018. The increase was driven by a \$148.2 million increase in average interest bearing liabilities, which contributed to a 36 basis points increase in the average cost of funds of 0.57% from 0.21%. The increase in average interest bearing liabilities was primarily driven by an increase in average savings balances of \$77.7 million and an increase in average money market accounts of \$64.5 million. We experienced an increase in the average cost of savings and money market accounts for the quarter ended March 31, 2019, as compared to March 31, 2018 due to successful savings and money market campaigns, as we strive to attract and deepen client relationships.

**Provision for Loan Losses.** The Company released \$93,000 from the allowance for loan losses for the quarter ended March 31, 2019, as compared to a provision for loan losses of \$409,000 for the quarter ended March 31, 2018. The decrease in the allowance for loan losses was due to lower volume and the change in mix of the loan portfolio during the quarter ended March 31, 2019. We recorded net charge-off of \$23,000 for the quarter ended March 31, 2019, as compared to net recoveries of \$3,000 in 2018. The allowance for loan losses was \$16.7 million, or 1.07% of total loans at March 31, 2019, as compared to \$15.7 million, or 1.14% of total loans at March 31, 2018.

**Noninterest Income.** Total noninterest income decreased by \$221,000, or 2.7%, to \$8.0 million for the quarter ended March 31, 2019, as compared to \$8.2 million for the quarter ended March 31, 2018, primarily due to a bank owned life insurance gain recorded in the quarter ended March 31, 2018. Noninterest income was 32.9% of total revenue for the quarter ended March 31, 2019.

Wealth Management revenue was largely unchanged from \$6.1 million and totaled \$6.1 million for the quarter ended March 31, 2019. Wealth Management Assets under Management increased by \$15.6 million, or 0.5%, to \$3.0 billion as of March 31, 2019, as compared to \$3.0 billion as of March 31, 2018.

The categories of Wealth Management revenues are shown in the following table:

	<b>For the Three Months Ended March 31,</b>	
	<b>2019</b>	<b>2018</b>
	<b>(dollars in thousands)</b>	
<b>Wealth Management revenues:</b>		
Trust and investment advisory fees	\$ 6,005	\$ 5,932
Asset-based revenues	6,005	5,932
Financial planning fees and other service fees	119	194
<b>Total wealth management revenues</b>	<b>\$ 6,124</b>	<b>\$ 6,126</b>

The following table presents the changes in Wealth Management assets under management:

	<b>For the Three Months Ended March 31,</b>	
	<b>2019</b>	<b>2018</b>
	<b>(dollars in thousands)</b>	
<b>Wealth Management Assets under Management</b>		
Balance at the beginning of the period	\$ 2,759,547	\$ 2,971,322
Gross client asset inflows	60,313	75,142
Gross client asset outflows	(72,818)	(74,730)
Net market impact	243,333	3,064
Balance at the end of the period	<b>\$ 2,990,375</b>	<b>\$ 2,974,798</b>
Weighted average management fee	0.84%	0.80%

There were no significant changes to the average fee rates and fee structure for the three months ended March 31, 2019 and 2018.

**Noninterest Expense.** Total noninterest expense increased by \$872,000, or 5.6%, to \$16.4 million for the quarter ended March 31, 2019, as compared to \$15.5 million for the quarter ended March 31, 2018, primarily driven by higher salaries and employee benefits, data processing expense, occupancy and equipment expense, and merger expenses. The increase in salaries and employee benefits expense of \$754,000 was driven by regular merit increases, the combination of increased staffing to support new business development initiatives, and the seasonality associated with payroll taxes. The increase of \$116,000 in data processing expense was primarily due to investments made in technology in 2018. The increase of \$103,000 in occupancy and equipment expense was due to the opening of an additional Wealth Management office in Boston, MA. Merger expenses of \$91,000 were related to legal, accounting, and regulatory filing costs associated with the Merger.

Noninterest expense increases were partially offset by lower FDIC insurance expense of \$151,000 for the quarter ended March 31, 2019, as compared to March 31, 2018, as the Company has begun to recognize its apportioned share of credits associated with the FDIC's Deposit Insurance Fund, which has exceeded its target reserve ratio.

**Income Tax Expense.** The Company recorded a provision for income taxes of \$1.7 million for the quarter ended March 31, 2019, as compared to \$1.6 million for the same quarter in 2018. The effective tax rate was 21.9% for the quarter ended March 31, 2019, as compared to 21.8% for the same quarter in 2018. Additionally, the Company recognized \$186,000 of tax benefit resulting from the accounting for share-based payments during the first quarter of 2019.

## CHANGES IN FINANCIAL CONDITION

**Total Assets.** Total assets increased \$37.2 million, or 1.8%, to \$2.14 billion at March 31, 2019, from \$2.10 billion at December 31, 2018, primarily due to increases in other assets of \$35.8 million associated with the adoption of lease accounting guidance ("ASU 2016-02") in the first quarter of 2019. The Company adopted ASU 2016-02 and recorded right-of-use lease assets of \$32.9 million and a corresponding lease liability on the balance sheet.

**Cash and Cash Equivalents.** Cash and cash equivalents increased by \$18.5 million to \$37.0 million at March 31, 2019 from \$18.5 million at December 31, 2018.

**Investment Securities.** The carrying value of total investment securities decreased by \$7.4 million to \$443.6 million at March 31, 2019, from \$451.0 million at December 31, 2018. During the quarter, the Company sold \$16.0 million of low-yielding bonds at a loss totaling \$87,000.

**Loans.** Total loans decreased \$4.6 million, or 0.3%, from December 31, 2018 and stood at \$1.6 billion as of March 31, 2019. The reduction in total loans was due to a decrease in commercial real estate loans of \$8.1 million, from \$758.0 million at December 31, 2018 to \$749.8 million at March 31, 2019, and decreases in commercial and industrial loans of \$3.5 million, or 3.8%, from \$93.7 million at December 31, 2018 to \$90.2 million at March 31, 2019. These decreases were partially offset by increases in residential mortgage loans of \$8.9 million, or 1.5%, from \$604.3 million at December 31, 2018 to \$613.3 million at March 31, 2019. Total loan originations during the quarter were strong despite elevated levels of loan payoffs, particularly in the commercial real estate portfolio.

**Bank-Owned Life Insurance.** The Company invests in bank-owned life insurance to help offset the costs of our employee benefit plan obligations. Bank-owned life insurance also generally provides noninterest income that is nontaxable. At March 31, 2019, our investment in bank-owned life insurance was \$31.1 million, representing an increase of \$127,000 from \$30.9 million at December 31, 2018, primarily due to increases in the cash surrender value of the policies during the first quarter of 2019.

**Deposits.** Total deposits were \$1.9 billion at March 31, 2019 and \$1.8 billion December 31, 2018. Core deposits, which the Company defines as all deposits other than certificates of deposit, increased by \$43.1 million, or 2.6%, from December 31, 2018. The increase was primarily due to an \$81.7 million increase in savings accounts, a \$11.3 million increase in money market accounts, partially offset by a \$3.8 million decrease in demand deposits, and a \$46.1 million decrease in interest bearing checking. Growth in core deposits during the quarter was attributable to successful savings and money market campaigns, as we strive to attract and deepen client relationships. The cost of total deposits for the quarter ended March 31, 2019 was 0.55%, as compared to 0.22% for the quarter ended March 31, 2018.

Certificates of deposit, which totaled \$169.3 million at March 31, 2019, increased by \$47.8 million from \$121.4 million at December 31, 2018, primarily due to a \$45.6 million increase in brokered certificates of deposit, which were utilized to pay down higher cost borrowings.

**Borrowings.** At March 31, 2019, borrowings consisted of advances from the FHLB of Boston. Total borrowings decreased to \$3.4 million at March 31, 2019, from \$93.4 million at December 31, 2018, primarily due to strong core deposit growth and an increase in brokered certificates of deposit.

**Shareholders' Equity.** Total shareholders' equity increased \$5.2 million, or 3.1%, to \$172.3 million at March 31, 2019, from \$167.0 million at December 31, 2018. The increase was primarily the result of net income of \$6.2 million, and decreases in unrealized losses of \$1.2 million in available for sale securities, partially offset by regular dividend payments of \$2.1 million.



## INVESTMENT SECURITIES

The Company's securities portfolio consists of securities available for sale ("AFS") and securities held to maturity ("HTM"). The largest component of the securities portfolio is mortgage-backed securities, all of which are issued by U.S. government agencies or U.S. government-sponsored enterprises.

Securities available for sale consist of certain U.S. Government Sponsored Enterprises ("GSE") and U.S. GSE mortgage-backed securities and corporate debt securities. These securities are carried at fair value, and except for equity securities, unrealized gains and losses, net of applicable income taxes, are recognized as a separate component of shareholders' equity. Changes in fair value for equity securities are recognized in earnings in accordance with ASU 2016-01.

The fair value of securities available for sale totaled \$144.8 million and included gross unrealized gains of \$137,000 and gross unrealized losses of \$2.8 million at March 31, 2019. At December 31, 2018, the fair value of securities available for sale totaled \$168.2 million and included gross unrealized gains of \$118,000 and gross unrealized losses of \$4.2 million.

Securities classified as held to maturity consist of certain U.S. GSE and U.S. GSE mortgage-backed securities, corporate debt securities, and state, county, and municipal securities. Securities held to maturity as of March 31, 2019 are carried at their amortized cost of \$298.8 million. At December 31, 2018, securities held to maturity totaled \$282.9 million.

The following table sets forth the fair value of available for sale investment securities, the amortized costs of held to maturity investment securities, and the percentage distribution at the dates indicated:

	March 31,		December 31,	
	2019		2018	
	Amount	Percent	Amount	Percent
	(dollars in thousands)			
<b>Available for sale securities</b>				
U.S. GSE obligations	\$ 54,428	38%	\$ 74,039	44%
Mortgage-backed securities	86,359	59%	89,268	53%
Corporate debt securities	3,975	3%	4,856	3%
Total securities available for sale	\$ 144,762	100%	\$ 168,163	100%
<b>Held to maturity securities</b>				
U.S. GSE obligations	\$ 27,571	9%	\$ 32,571	12%
Mortgage-backed securities	191,679	65%	168,118	59%
Corporate debt securities	6,974	2%	6,972	2%
Municipal securities	72,606	24%	75,208	27%
Total securities held to maturity	\$ 298,830	100%	\$ 282,869	100%
Total	\$ 443,592	100%	\$ 451,032	100%

The following tables set forth the composition and maturities of debt investment securities. Actual maturities may differ from contractual maturities because borrowers may have the right to call or prepay obligations with or without call or prepayment penalties.

	<u>Within One Year</u>		<u>After One, But Within Five Years</u>		<u>After Five, But Within Ten Years</u>		<u>After Ten Years</u>		<u>Total</u>	
	<u>Amortized Cost</u>	<u>Weighted Average Yield (1)</u>	<u>Amortized Cost</u>	<u>Weighted Average Yield (1)</u>	<u>Amortized Cost</u>	<u>Weighted Average Yield (1)</u>	<u>Amortized Cost</u>	<u>Weighted Average Yield (1)</u>	<u>Amortized Cost</u>	<u>Weighted Average Yield (1)</u>
<b>At March 31, 2019</b>										
<b>Available for sale securities</b>										
U.S. GSE obligations	\$ 10,000	1.2%	\$ 45,000	1.5%	\$ —	—	\$ —	—	\$ 55,000	1.4%
Mortgage-backed securities	—	—	68	4.4%	32,365	1.9%	55,934	2.0%	88,367	1.9%
Corporate debt securities	2,004	1.5%	2,006	1.8%	—	—	—	—	4,010	1.7%
Total available for sale securities	\$ 12,004	1.2%	\$ 47,074	1.5%	\$ 32,365	1.9%	\$ 55,934	2.0%	\$ 147,377	1.7%
<b>Held to maturity securities</b>										
U.S. GSE obligations	\$ —	—	\$ 27,571	2.6%	\$ —	—	\$ —	—	\$ 27,571	2.6%
Mortgage-backed securities	24	4.2%	—	—	53,879	2.7%	137,776	2.9%	191,679	2.9%
Corporate debt securities	—	—	6,974	2.6%	—	—	—	—	6,974	2.6%
Municipal securities	3,460	4.9%	13,502	4.3%	42,677	3.8%	12,967	3.6%	72,606	3.9%
Total held to maturity securities	\$ 3,484	4.9%	\$ 48,047	3.1%	\$ 96,556	3.2%	\$ 150,743	3.0%	\$ 298,830	3.1%
Total	\$ 15,488	2.0%	\$ 95,121	2.3%	\$ 128,921	2.8%	\$ 206,677	2.7%	\$ 446,207	2.6%
<b>At December 31, 2018</b>										
<b>Available for sale securities</b>										
U.S. GSE obligations	\$ 10,004	1.1%	\$ 65,000	1.5%	\$ —	—	\$ —	—	\$ 75,004	1.4%
Mortgage-backed securities	—	—	78	5.4%	33,768	1.8%	58,425	2.0%	92,271	1.9%
Corporate debt securities	2,008	1.5%	3,007	2.5%	—	—	—	—	5,015	2.1%
Total available for sale securities	\$ 12,012	1.1%	\$ 68,085	1.5%	\$ 33,768	1.8%	\$ 58,425	2.0%	\$ 172,290	1.7%
<b>Held to maturity securities</b>										
U.S. GSE obligations	\$ 5,001	1.4%	\$ 27,570	2.5%	\$ —	—	\$ —	—	\$ 32,571	2.4%
Mortgage-backed securities	50	4.2%	—	—	34,434	2.4%	133,634	2.9%	168,118	2.8%
Corporate debt securities	—	—	6,972	2.6%	—	—	—	—	6,972	2.6%
Municipal securities	4,630	4.8%	13,259	4.4%	41,390	3.8%	15,929	3.6%	75,208	3.9%
Total held to maturity securities	\$ 9,681	3.1%	\$ 47,801	3.1%	\$ 75,824	3.2%	\$ 149,563	3.0%	\$ 282,869	3.1%
Total	\$ 21,693	2.0%	\$ 115,886	2.2%	\$ 109,592	2.7%	\$ 207,988	2.7%	\$ 455,159	2.5%

(1) Weighted Average Yield is shown on a fully taxable equivalent basis using a federal tax rate of 21% at March 31, 2019 and December 31, 2018.

Management evaluates securities for other-than-temporary impairment on at least a quarterly basis and more frequently when economic or market conditions warrant such evaluation. Consideration is given to: (1) the length of time and the extent to which the fair value has been less than cost; (2) the financial condition and near-term prospects of the issuer; and (3) the intent and ability of the Company to retain its investment in the issuer for a period of time sufficient to allow for any anticipated recovery in fair value.

## LOANS

The Company's lending activities are conducted principally in Eastern Massachusetts. The Company grants single- and multi-family residential loans, commercial & industrial ("C&I"), commercial real estate ("CRE"), construction loans, and a variety of consumer loans. Most of the loans granted by the Company are secured by real estate collateral. Repayment of the Company's residential loans are generally dependent on the health of the employment market in the borrowers' geographic areas and that of the general economy with liquidation of the underlying real estate collateral being typically viewed as the primary source of repayment in the event of borrower default. The repayment of C&I loans depends primarily on the cash flow and credit worthiness of the borrower and secondarily on the underlying collateral provided by the borrower. As borrower cash flow may be difficult to predict, liquidation of the underlying collateral securing these loans is typically viewed as the primary source of repayment in the event of borrower default. However, collateral typically consists of equipment, inventory, accounts receivable, or other business assets that may fluctuate in value, so the liquidation of collateral in the event of default is often an insufficient source of repayment. The Company's CRE loans are primarily made based on the cash flow from the collateral property and secondarily on the underlying collateral provided by the borrower, with liquidation of the underlying real estate collateral typically being viewed as the primary source of repayment in the event of borrower default. The Company's construction loans are primarily made based on the borrower's expected ability to execute and the future completed value of the collateral property, with sale of the underlying real estate collateral typically being viewed as the primary source of repayment.

The following table shows the composition of the loan portfolio at the dates indicated:

	March 31,		December 31,	
	2019	% of Total	2018	% of Total
	(dollars in thousands)			
<b>Residential mortgage</b>				
Mortgages - fixed rate	\$ 288,843	19%	\$ 293,267	19%
Mortgages - adjustable rate	322,926	21%	309,656	20%
Deferred costs net of unearned fees	1,485	0%	1,408	0%
Total residential mortgages	613,254	40%	604,331	39%
<b>Commercial mortgage</b>				
Mortgages - nonowner occupied	658,175	42%	654,394	42%
Mortgages - owner occupied	58,863	4%	59,335	4%
Construction	32,736	2%	44,146	3%
Deferred costs net of unearned fees	61	0%	82	0%
Total commercial mortgages	749,835	48%	757,957	49%
<b>Home equity</b>				
Home equity - lines of credit	62,697	4%	63,421	4%
Home equity - term loans	5,910	0%	5,665	0%
Deferred costs net of unearned fees	242	0%	250	0%
Total home equity	68,849	4%	69,336	4%
<b>Commercial &amp; industrial</b>				
Commercial & industrial	90,187	6%	93,728	6%
Deferred costs net of unearned fees	(15)	0%	(16)	0%
Total commercial & industrial	90,172	6%	93,712	6%
<b>Consumer</b>				
Secured	31,980	2%	33,252	2%
Unsecured	1,049	0%	1,171	0%
Deferred costs net of unearned fees	15	0%	13	0%
Total consumer	33,044	2%	34,436	2%
<b>Total loans</b>	\$ 1,555,154	100%	\$ 1,559,772	100%

**Residential Mortgage.** Residential real estate loans held in portfolio amounted to \$613.3 million at March 31, 2019, an increase of \$8.9 million, or 1.5%, from \$604.3 million at December 31, 2018, and consisted of one-to-four family residential mortgage loans. The residential mortgage portfolio represented 40% and 39% of total loans at March 31, 2019 and December 31, 2018, respectively.

The average loan balance outstanding in the residential portfolio was \$407,000 and the largest individual residential mortgage loan outstanding was \$10.2 million as of March 31, 2019. At March 31, 2019, this loan was performing in accordance with its original terms.

The Bank offers fixed and adjustable rate residential mortgage loans with maturities up to 30 years. One-to-four family residential mortgage loans are generally underwritten according to Fannie Mae and Freddie Mac guidelines, and we refer to loans that conform to such guidelines as “conforming loans.” The Bank generally originates and purchases both fixed and adjustable rate mortgage loans in amounts up to the maximum conforming loan limits as established by the Federal Housing Finance Agency, which increased to \$484,350 in 2019 from \$453,100 in 2018, for one-unit properties. In addition, the Bank also offers loans above conforming lending limits typically referred to as “jumbo” loans. These loans are typically underwritten to jumbo conforming guidelines, however, the Bank may choose to hold a jumbo loan within its portfolio with underwriting criteria that does not exactly match conforming guidelines. The Bank may also, from time to time, purchase residential loans that are either jumbo, conforming, or meet our Community Reinvestment Act (“CRA”) requirements. Purchases have historically been made to satisfy CRA requirements for lending to low and moderate income borrowers within the Bank’s CRA Assessment Area.

The Company does not offer reverse mortgages, nor do we offer loans that provide for negative amortization of principal, such as “Option ARM” loans, where the borrower can pay less than the interest owed on the loan, resulting in an increased principal balance during the life of the loan. We do not offer “subprime loans” (loans that are made with low down payments to borrowers with weakened credit histories typically characterized by payment delinquencies, previous charge-offs, judgments, bankruptcies, or borrowers with questionable repayment capacity as evidenced by low credit scores or high debt-burden ratios) or Alt-A loans (defined as loans having less than full documentation).

Residential real estate loans are originated both for sale to the secondary market, as well as for retention in the Bank’s loan portfolio. The decision to sell a loan to the secondary market or retain within the portfolio is determined based on a variety of factors including but not limited to the Bank’s asset/liability position, the current interest rate environment, and customer preference.

The Company is servicing mortgage loans sold to others without recourse of approximately \$89.6 million at March 31, 2019 and \$90.2 million at December 31, 2018.

The table below presents residential real estate loan origination activity for the periods indicated:

	March 31,	
	2019	2018
	(dollars in thousands)	
Originations for retention in portfolio	\$ 22,867	\$ 20,441
Originations for sale to the secondary market	2,201	3,095
Total	<u>\$ 25,068</u>	<u>\$ 23,536</u>

Loans are sold with servicing retained or released. The table below presents residential real estate loan sale activity for the periods indicated:

	March 31,	
	2019	2018
	(dollars in thousands)	
Loans sold with servicing rights retained	\$ 426	\$ —
Loans sold with servicing rights released	1,772	3,095
Total	<u>\$ 2,198</u>	<u>\$ 3,095</u>

Loans sold with the retention of servicing typically result in the capitalization of servicing rights. Loan servicing rights are included in other assets and are subsequently amortized as an offset to other income over the estimated period of servicing. The net balance of capitalized servicing rights amounted to \$647,000 and \$666,000 as of March 31, 2019 and December 31, 2018, respectively.

**Commercial Mortgage.** The commercial real estate loans portfolio represented 48% and 49% of total loans at March 31, 2019 and December 31, 2018. Commercial real estate loans were \$749.8 million as of March 31, 2019, a decrease of \$8.1 million, or 1.1% from \$758.0 million at December 31, 2018.

Commercial real estate loans are secured by a variety of property types, with approximately 89.8% of the total at March 31, 2019 composed of multi-family dwellings, retail facilities, office buildings, commercial mixed use, lodging, and industrial and warehouse properties. The average loan balance outstanding in this portfolio was \$1.8 million, and the largest individual commercial real estate loan outstanding was \$24.0 million as of March 31, 2019. At March 31, 2019, this commercial mortgage was performing in accordance with its original terms.

Generally, our commercial real estate loans are for terms of up to ten years, with loan-to-values that generally do not exceed 75%. Amortization schedules are long term, and thus, a balloon payment is generally due at maturity. Under most circumstances, the Bank will offer to rewrite or otherwise extend the loan at prevailing interest rates.

**Home Equity.** The home equity portfolio totaled \$68.8 million and \$69.3 million at March 31, 2019 and December 31, 2018, respectively. The home equity portfolio represented 4% of total loans at March 31, 2019 and December 31, 2018. At March 31, 2019, the average loan balance outstanding in this portfolio was \$67,000, and the largest home equity line of credit was a \$2.0 million line of credit and had an outstanding balance of \$684,000. At March 31, 2019, this line of credit was performing in accordance with its original terms.

Home equity lines of credit are extended as both first and second mortgages on owner-occupied residential and one-to-four family investment properties in the Bank's market area. Home equity lines of credit are generally underwritten with the same criteria that we use to underwrite one-to-four family residential mortgage loans.

Our home equity lines of credit are revolving lines of credit, which generally have a term between 15 and 20 years, with draws available for the first 10 years. Our 15-year lines of credit are interest only during the first 10 years and amortize on a five-year basis thereafter. Our 20-year lines of credit are interest only during the first 10 years and amortize on a 10-year basis thereafter. We generally originate home equity lines of credit with loan-to-value ratios of up to 80% when combined with the principal balance of the existing first mortgage loan, although loan-to-value ratios may occasionally exceed 80% on a case-by-case basis. Maximum combined loan-to-values are determined based on an applicant's loan/line amount and the estimated property value. Lines of credit above \$1.0 million generally will not exceed combined loan-to-value of 75%. Rates are adjusted monthly based on changes in a designated market index. We also offer home equity term loans, which are extended as second mortgages on owner-occupied residential properties in our market area. Our home equity term loans are fixed-rate second mortgage loans, which generally have a term between 5 and 20 years.

**Commercial and Industrial (C&I).** The commercial and industrial portfolio totaled \$90.2 million and \$93.7 million at March 31, 2019 and December 31, 2018, respectively. The C&I portfolio represented 6% of total loans at March 31, 2019 and December 31, 2018. The average loan balance outstanding in this portfolio was \$228,000 and the largest individual commercial and industrial loan outstanding was \$10.1 million as of March 31, 2019. At March 31, 2019, this loan was performing in accordance with its original terms.

The Company's Innovation Banking and asset-based loans are reported within the C&I portfolio.

- At March 31, 2019, Innovation Banking loans totaled \$15.8 million and the average loan balance outstanding in this portfolio was \$717,000. The largest individual loan outstanding was \$4.1 million and this loan was performing in accordance with its original terms.
- At March 31, 2019, asset-based loans totaled \$29.1 million and the average loan balance outstanding in this portfolio was \$2.7 million. The largest individual loans outstanding was \$10.1 million and this loan was performing in accordance with its original terms.

The Company's C&I loan customers represent various small- and middle-market established businesses involved in professional services, accommodation and food services, health care, wholesale trade, manufacturing, distribution, retailing, and non-profits. Most clients are privately owned with markets that range from local to national in scope. Many of the loans to this segment are secured by liens on corporate assets and the personal guarantees of the principals. The Company also makes loans to entrepreneurial and technology businesses. The regional economic strength or weakness impacts the relative risks in this loan category. There is little concentration in any one business sector, and loan risks are generally diversified among many borrowers.

**Consumer Loans.** The consumer loan portfolio totaled \$33.0 million at March 31, 2019 from \$34.4 million at December 31, 2018. Consumer loans represented 2% of the total loans portfolio at March 31, 2019 and December 31, 2018. Consumer loans include secured and unsecured loans, lines of credit, and personal installment loans. Unsecured consumer loans generally have greater risk compared to longer-term loans secured by improved, owner-occupied real estate, particularly consumer loans that are secured by rapidly depreciable assets. The secured consumer loans and lines portfolio are generally fully secured by pledged assets such as bank accounts or investments.

**Loan Portfolio Maturities.** The following table summarizes the dollar amount of loans maturing in the portfolio based on their loan type and contractual terms to maturity at March 31, 2019. The table does not include any estimate of prepayments, which can significantly shorten the average life of all loans and may cause our actual repayment experience to differ from that shown below. Demand loans, loans having no stated repayment schedule or maturity, and overdraft loans are reported as being due in one year or less.

	March 31, 2019			
	One Year or Less	One to Five Years	Over Five Years	Total
	(dollars in thousands)			
Residential mortgage	\$ 1,485	\$ 7,926	\$ 603,843	\$ 613,254
Commercial mortgage	2,361	153,244	594,230	749,835
Home equity	242	417	68,190	68,849
Commercial & Industrial	16,556	61,796	11,820	90,172
Consumer	32,973	71	—	33,044
Total	<u>\$ 53,617</u>	<u>\$ 223,454</u>	<u>\$ 1,278,083</u>	<u>\$ 1,555,154</u>

**Loan Portfolio by Interest Rate Type.** The following table summarizes the dollar amount of loans in our portfolio based on whether the loan has a fixed, adjustable, or floating rate of interest at March 31, 2019. Floating rate loans are tied to a market index while adjustable rate loans are adjusted based on the contractual terms of the loan.

	March 31, 2019			
	Fixed	Adjustable	Floating	Total
	(dollars in thousands)			
Residential mortgage	\$ 289,928	\$ 323,326	\$ —	\$ 613,254
Commercial mortgage	293,330	186,717	269,788	749,835
Home equity	6,143	—	62,706	68,849
Commercial & Industrial	26,994	3,268	59,910	90,172
Consumer	230	—	32,814	33,044
Total	<u>\$ 616,625</u>	<u>\$ 513,311</u>	<u>\$ 425,218</u>	<u>\$ 1,555,154</u>

#### NONPERFORMING LOANS AND TROUBLED DEBT RESTRUCTURINGS (TDRs)

The composition of nonperforming assets is as follows:

	March 31, 2019	December 31, 2018
	(dollars in thousands)	
Nonaccruals	\$ 518	\$ 525
Loans past due > 90 days, but still accruing	—	—
Troubled debt restructurings	108	117
Total nonperforming loans	<u>\$ 626</u>	<u>\$ 642</u>
Accruing troubled debt restructured loans	\$ —	\$ 6
Nonperforming loans as a percentage of gross loans	0.04%	0.04%
Nonperforming loans as a percentage of total assets	0.03%	0.03%

At March 31, 2019 and December 31, 2018, there were no specific reserves for impaired loans.

**Nonaccrual Loans.** Loans are typically placed on nonaccrual status when any payment of principal and/or interest is 90 days or more past due, unless the collateral is sufficient to cover both principal and interest and the loan is in the process of collection. The Company monitors closely the performance of its loan portfolio. In addition to the monitoring and review of loan performance internally, the Company has contracted with an independent organization to review the Company's commercial and commercial real estate loan portfolios. This independent review was performed in each of the past five years. The status of delinquent loans, as well as situations identified as potential problems, is reviewed on a regular basis by senior management.

**Troubled Debt Restructurings.** Loans are considered restructured in a troubled debt restructuring when the Company has granted concessions to a borrower due to the borrower's financial condition that it otherwise would not have considered. These concessions may include modifications of the terms of the debt such as deferral of payments, extension of maturity, reduction of principal balance, reduction of the stated interest rate other than normal market rate adjustments, or a combination of these concessions. Debt may be bifurcated with separate terms for each tranche of the restructured debt. Restructuring a loan in lieu of aggressively enforcing the collection of the loan may benefit the Company by increasing the ultimate probability of collection.

Restructured loans are classified as accruing or non-accruing based on management's assessment of the collectability of the loan. Loans which are already on nonaccrual status at the time of the restructuring generally remain on nonaccrual status for approximately six months or longer before management considers such loans for return to accruing status. Accruing restructured loans are placed into nonaccrual status if and when the borrower fails to comply with the restructured terms and management deems it unlikely that the borrower will return to a status of compliance in the near term.

Troubled debt restructurings are classified as impaired loans. The Company identifies loss allocations for impaired loans on an individual loan basis.

Total nonperforming loans decreased slightly during the three months ended March 31, 2019 as compared to December 31, 2018, primarily due to lower residential non-accrual loans.

The Company continues to closely monitor the portfolio of nonperforming loans for which management has concerns regarding the ability of the borrowers to perform. The majority of the loans are secured by real estate and are considered to have adequate collateral value to cover the loan balances at March 31, 2019 and December 31, 2018, although such values may fluctuate with changes in the economy and the real estate market.

#### **ALLOWANCE FOR LOAN LOSSES**

The Company maintains an allowance for loan losses in an amount determined by management on the basis of the character of the loans, loan performance, financial condition of borrowers, the value of collateral securing loans, and other relevant factors. We provide for loan losses based upon the consistent application of our documented allowance for loan loss methodology. All loan losses are charged to the allowance for loan losses and all recoveries are credited to it. Additions to the allowance for loan losses are provided by charges to income based on various factors which, in our judgment, deserve current recognition in estimating probable losses. We regularly review the loan portfolio, including a review of our classified assets, and make provisions for loan losses in order to maintain the allowance for loan losses in accordance with GAAP. See additional discussion regarding the allowance for loan losses, in Item 7 under the caption "Critical Accounting Policies" of the Company's Annual Report on Form 10-K for the fiscal year ended December 31, 2018 and in Note 7 to the Unaudited Consolidated Financial Statements.



The following table summarizes the changes in the Company's allowance for loan losses for the periods indicated:

	<u>March 31,</u> <u>2019</u>	<u>December 31,</u> <u>2018</u>
	(dollars in thousands)	
Period-end loans outstanding (net of unearned discount and deferred loan fees)	\$ 1,555,154	\$ 1,559,772
Average loans outstanding (net of unearned discount and deferred loan fees)	\$ 1,553,328	\$ 1,417,237
Balance of allowance for loan losses at the beginning of year	\$ 16,768	\$ 15,320
Loans charged-off:		
Commercial and industrial	(30)	(73)
Commercial mortgage	—	—
Residential mortgage	—	—
Home Equity	—	—
Consumer	(9)	(36)
Total loans charged-off	\$ (39)	\$ (109)
Recovery of loans previously charged-off:		
Commercial and industrial	12	48
Commercial mortgage	—	—
Residential mortgage	—	—
Home Equity	—	—
Consumer	4	7
Total recoveries of loans previously charged-off:	16	55
Net loan (charge-offs) recoveries	\$ (23)	\$ (54)
Provision charged to operating expense	(93)	1,502
Balance at end of period	\$ 16,652	\$ 16,768
Ratio of net (charge-offs) recoveries during the year to average loans outstanding	(0.00)%	(0.00)%
Ratio of allowance for loan losses to loans outstanding	1.07%	1.08%

The level of charge-offs depends on many factors, including the national and regional economy. Cyclical lagging factors may result in charge-offs being higher than historical levels. The dollar amount of the allowance for loan losses increased primarily as a result of loan growth and changes in the portfolio composition. Although the allowance is allocated between categories, the entire allowance is available to absorb losses attributable to all loan categories. Management believes that the allowance for loan losses is adequate.

## SOURCES OF FUNDS

**General.** Deposits traditionally have been our primary source of funds for our investment and lending activities. The Company also borrows from the FHLB of Boston to supplement cash flow needs, to lengthen the maturities of liabilities for interest rate risk management purposes, and to manage our cost of funds. Our additional sources of funds are scheduled payments and prepayments of principal and interest on loans and investment securities and fee income and proceeds from the sales of loans and securities.

**Deposits.** The Company accepts deposits primarily from customers in the communities in which our branches and offices are located, as well as from small- and medium-sized businesses and other customers throughout our lending area. We rely on our competitive pricing and products, convenient locations, and client service to attract and retain deposits. We offer a variety of deposit accounts with a range of interest rates and terms. Our deposit accounts consist of relationship checking for consumers and businesses, statement savings accounts, certificates of deposit, money market accounts, interest on lawyer trust accounts, commercial and regular checking accounts, and individual retirement accounts. Deposit rates and terms are based primarily on current business strategies, market interest rates, liquidity requirements, and our deposit growth goals. The Bank may also access the brokered deposit market for funding.

The following table set forth the average balances of the Bank's deposits for the periods indicated:

	<u>March 31,</u>			<u>December 31,</u>		
	<u>2019</u>			<u>2018</u>		
	<u>Average</u>		<u>Weighted</u>	<u>Average</u>		<u>Weighted</u>
	<u>Balance</u>	<u>Percent</u>	<u>Average</u>	<u>Balance</u>	<u>Percent</u>	<u>Average</u>
			<u>Rate</u>			<u>Rate</u>
	(dollars in thousands)					
Demand deposits (non-interest bearing)	\$ 484,068	26.2%	—	\$ 521,091	29.2%	—
Interest bearing checking	391,863	21.2%	0.09%	409,178	23.0%	0.08%
Money Market	130,226	7.0%	1.39%	93,449	5.2%	1.14%
Savings	688,951	37.3%	0.93%	624,421	35.1%	0.78%
Retail certificates of deposit under \$100,000	35,831	1.9%	0.74%	36,408	2.0%	0.69%
Retail certificates of deposit of \$100,000 or greater	59,077	3.2%	1.37%	59,226	3.3%	1.27%
Wholesale certificates of deposit	58,349	3.2%	2.17%	38,373	2.2%	1.69%
Total	<u>\$ 1,848,365</u>	<u>100%</u>	<u>0.59%</u>	<u>\$ 1,782,146</u>	<u>100%</u>	<u>0.44%</u>

At March 31, 2019, we had a total of \$96.2 million in certificates of deposit, excluding brokered deposits, of which \$61.1 million had remaining maturities of one year or less. Based on historical experience and our current pricing strategy, we believe we will retain a large portion of these accounts upon maturity. As of March 31, 2019, we had a total of \$73.1 million of brokered deposits and \$27.5 million of brokered deposits at December 31, 2018.

**Borrowings.** The Bank's borrowings consisted primarily of FHLB of Boston advances collateralized by a blanket pledge agreement on the Bank's FHLB of Boston stock and residential mortgages held in the Bank's portfolios. The Bank's borrowings with the FHLB of Boston totaled \$3.4 million at March 31, 2019, a decrease of \$90.0 million compared to \$93.4 million at December 31, 2018.

#### NET INTEREST MARGIN

Net interest income represents the difference between interest earned, primarily on loans and investments, and interest paid on funding sources, primarily deposits and borrowings. Interest rate spread is the difference between the average rate earned on total interest-earning assets and the average rate paid on total interest-bearing liabilities. Net interest margin is the amount of net interest income, on a fully taxable-equivalent basis, expressed as a percentage of average interest-earning assets. The average rate earned on earning assets is the amount of annualized taxable equivalent interest income expressed as a percentage of average earning assets. The average rate paid on interest-bearing liabilities is equal to annualized interest expense as a percentage of average interest-bearing liabilities.

The following table sets forth the distribution of the Company's average assets, liabilities and shareholders' equity, and average rates earned or paid on a fully taxable equivalent basis for each of the periods indicated:

	Three Months Ended					
	March 31, 2019			March 31, 2018		
	Average Balance	Interest Income/ Expenses <sup>(1)</sup>	Rate Earned/ Paid <sup>(1)</sup>	Average Balance	Interest Income/ Expenses <sup>(1)</sup>	Rate Earned/ Paid <sup>(1)</sup>
	(dollars in thousands)					
<b>ASSETS</b>						
Interest-earning assets						
Loans <sup>(2)</sup>						
Taxable	\$ 1,543,585	\$ 16,284	4.28%	\$ 1,352,562	\$ 13,378	4.01%
Tax-exempt	9,743	112	4.66	11,039	122	4.48
Securities available for sale <sup>(3)</sup>						
Taxable	164,607	712	1.75	206,463	837	1.64
Securities held to maturity						
Taxable	209,347	1,268	2.46	167,010	877	2.13
Tax-exempt	73,851	723	3.97	79,207	787	4.03
Cash and cash equivalents	33,025	118	1.45	76,931	271	1.43
Total interest-earning assets <sup>(4)</sup>	2,034,158	19,217	3.83%	1,893,212	16,272	3.49%
Non interest-earning assets	114,505			68,608		
Allowance for loan losses	(16,688)			(15,479)		
Total assets	<u>\$ 2,131,975</u>			<u>\$ 1,946,341</u>		
<b>LIABILITIES AND SHAREHOLDERS' EQUITY</b>						
Interest-bearing deposits						
Checking accounts	\$ 391,863	\$ 82	0.08%	\$ 436,741	\$ 50	0.05%
Savings accounts	688,951	1,486	0.87	611,258	546	0.36
Money market accounts	130,226	380	1.18	65,749	25	0.15
Certificates of deposit	153,257	553	1.46	152,880	341	0.90
Total interest-bearing deposits	1,364,297	2,501	0.74	1,266,628	962	0.31
Other borrowed funds	54,124	356	2.67	3,551	17	1.94
Total interest-bearing liabilities	1,418,421	2,857	0.82%	1,270,179	979	0.31%
Non-interest-bearing liabilities						
Demand deposits	484,068			504,016		
Other liabilities	60,810			23,165		
Total liabilities	1,963,299			1,797,360		
Shareholders' equity	168,676			148,981		
Total liabilities & shareholders' equity	<u>\$ 2,131,975</u>			<u>\$ 1,946,341</u>		
Net interest income on a fully taxable equivalent basis		16,360			15,293	
Less taxable equivalent adjustment		(175)			(191)	
Net interest income		<u>\$ 16,185</u>			<u>\$ 15,102</u>	
Net interest spread <sup>(5)</sup>			3.01%			3.17%
Net interest margin <sup>(6)</sup>			3.26%			3.28%

(1) Annualized on a fully taxable equivalent basis calculated using a federal tax rate of 21%.

(2) Non-accrual loans are included in average amounts outstanding.

(3) Average balances of securities available for sale calculated utilizing amortized cost.

(4) Federal Home Loan Bank stock balance and dividend income is excluded from interest-earning assets.

(5) Interest rate spread represents the difference between the weighted average yield on interest-earning assets and the weighted average cost of interest-bearing liabilities.

(6) Net interest margin represents net interest income on a fully tax equivalent basis as a percentage of average interest-earning assets.

### Rate/Volume Analysis

The following table describes the extent to which changes in interest rates and changes in the volume of interest-earning assets and interest-bearing liabilities have affected the Company's interest income and interest expense during the periods indicated. Information is provided in each category with respect to: (i) changes attributable to changes in volumes (changes in average balance multiplied by prior year average rate) and (ii) changes attributable to changes in rate (change in average interest rate multiplied by prior year average balance), while (iii) changes attributable to the combined impact of volumes and rates have been allocated proportionately to separate volume and rate categories.

	Three Months Ended March 31, 2019		
	Compared with		
	Three Months Ended March 31, 2018		
	Increase/(Decrease)		
	Due to Change in		
	Volume	Rate	Total
	(dollars in thousands)		
Interest income			
Loans			
Taxable	\$ 1,975	\$ 931	\$ 2,906
Tax-exempt	(15)	5	(10)
Securities available for sale			
Taxable	(178)	53	(125)
Securities held to maturity			
Taxable	244	147	391
Tax-exempt	(53)	(11)	(64)
Cash and cash equivalents	(157)	4	(153)
Total interest income	<u>\$ 1,816</u>	<u>\$ 1,129</u>	<u>\$ 2,945</u>
Interest expense			
Deposits			
Checking accounts	(6)	38	32
Savings accounts	77	863	940
Money market accounts	45	310	355
Certificates of deposit	1	211	212
Total interest-bearing deposits	117	1,422	1,539
Other borrowed funds	330	9	339
Total interest expense	<u>\$ 447</u>	<u>\$ 1,431</u>	<u>\$ 1,878</u>
Change in net interest income	<u>\$ 1,369</u>	<u>\$ (302)</u>	<u>\$ 1,067</u>

### MARKET RISK AND ASSET LIABILITY MANAGEMENT

Market risk is the risk of loss from adverse changes in market prices and rates. The Company's market risk arises primarily from interest rate risk inherent in its lending and deposit-taking activities. To that end, management actively monitors and manages its interest rate risk exposure.

The Company's profitability is affected by fluctuations in interest rates. A sudden and substantial change in interest rates may adversely impact the Company's earnings to the extent that the interest rates borne by assets and liabilities do not change at the same speed, to the same extent, or on the same basis. The Company monitors the impact of changes in interest rates on its net interest income using several tools.

The Company's primary objective in managing interest rate risk is to minimize the adverse impact of changes in interest rates on the Company's net interest income and capital, while structuring the Company's asset-liability structure to obtain the maximum yield-cost spread on that structure. The Company relies primarily on its asset-liability structure to control interest rate risk.

**Interest Rate Sensitivity.** The Company actively manages its interest rate sensitivity position. The objectives of interest rate risk management are to control exposure of net interest income to risks associated with interest rate movements and to achieve sustainable growth in net interest income. The Company’s Asset Liability Committee (“ALCO”), using policies and procedures approved by the Company’s board of directors, is responsible for the management of the Company’s interest rate sensitivity position. The Company manages interest rate sensitivity by changing the mix, pricing, and re-pricing characteristics of its assets and liabilities, through the management of its investment portfolio, its offerings of loan and selected deposit terms, and through wholesale funding. Wholesale funding consists of, but is not limited to, multiple sources including borrowings with the FHLB of Boston, the Federal Reserve Bank of Boston’s discount window, and certificates of deposit from institutional brokers.

The Company uses several tools to manage its interest rate risk including interest rate sensitivity analysis, or gap analysis, market value of portfolio equity analysis, interest rate simulations under various rate scenarios, and net interest margin reports. The results of these reports are compared to limits established by the Company’s ALCO policies and appropriate adjustments may be made if the results are outside the established limits.

The following table demonstrates the annualized result of an interest rate simulation and the estimated effect that a parallel interest rate shift, or “shock,” in the yield curve and subjective adjustments in deposit pricing might have on the Company’s projected net interest income over the next 12 months.

As of March 31, 2019:

	<b>Change in Interest Rates (in Basis Points)</b>	<b>Percentage Change in Net Interest Income</b>
Parallel rate shocks		
	+400	(5.8)
	+300	(4.2)
	+200	(2.6)
	+100	(1.1)
	–100	(0.5)
	–200	(4.6)

The following table demonstrates the annualized result of an interest rate simulation and the estimated effect that a gradual interest rate shift in the yield curve and subjective adjustments in deposit pricing might have on the Company’s projected net interest income over the next 12 months.

As of March 31, 2019:

	<b>Change in Interest Rates (in Basis Points)</b>	<b>Percentage Change in Net Interest Income</b>
Gradual rate shifts		
	+200	(1.8)
	–200	0.5

These simulations assume that there is no growth in interest-earning assets or interest-bearing liabilities over the next 12 months. The changes to net interest income shown above are in compliance with the Company’s policy guidelines.

**Economic Value of Equity Analysis.** The Company also analyzes the sensitivity of the Bank’s financial condition to changes in interest rates through our economic value of equity model. This analysis measures the difference between estimated changes in the present value of the Bank’s assets and estimated changes in the present value of the Bank’s liabilities assuming various changes in current interest rates. The Bank’s economic value of equity analysis as of March 31, 2019 estimated that, in the event of an instantaneous 200 basis point increase in interest rates, the Bank would experience a 6.5% increase in the economic value of equity. At the same date, our analysis estimated that, in the event of an instantaneous 100 basis point decrease in interest rates, the Bank would experience a 8.5% decrease in the economic value of equity. The estimates of changes in the economic value of our equity require us to make certain assumptions including loan- and mortgage-related investment prepayment speeds, reinvestment rates, and deposit maturities and decay rates. These assumptions are inherently uncertain and, as a result, we cannot precisely predict the impact of changes in interest rates on the economic value of our equity. Although our economic value of equity analysis provides an indication of our interest rate risk exposure at a particular point in time, such estimates are not intended to, and do not, provide a precise forecast of the effect of changes in market interest rates on the economic value of our equity and will differ from actual results.

## LIQUIDITY AND CAPITAL RESOURCES

**Impact of Inflation and Changing Prices.** Our Consolidated Financial Statements and related notes have been prepared in accordance with GAAP. GAAP generally requires the measurement of financial position and operating results in terms of historical dollars without consideration of changes in the relative purchasing power of money over time due to inflation. The impact of inflation is reflected in the increased cost of our operations. Unlike industrial companies, our assets and liabilities are primarily monetary in nature. As a result, changes in market interest rates have a greater impact on performance than the effects of inflation.

**Liquidity.** Liquidity is defined as the Company's ability to generate adequate cash to meet its needs for day-to-day operations and material long- and short-term commitments. Liquidity risk is the risk of potential loss if the Company were unable to meet its funding requirements at a reasonable cost. The Company manages its liquidity based on demand and specific events and uncertainties to meet current and future financial obligations of a short-term nature. The Company's objective in managing liquidity is to respond to the needs of depositors and borrowers, as well as increase to earnings enhancement opportunities in a changing marketplace.

The Company's liquidity position is managed on a daily basis as part of the daily settlement function and continuously as part of the formal asset liability management process. The Bank's liquidity is maintained by managing its core deposits as the primary source, selling investment securities, selling loans in the secondary market, borrowing from the FHLB of Boston, and purchasing wholesale certificates of deposit as its secondary sources.

The sources of funds for dividends paid by the Company are dividends received from the Bank and liquid funds held by the Company. The Company and the Bank are regulated enterprises and their abilities to pay dividends are subject to regulatory review and restriction. Certain regulatory and statutory restrictions exist regarding dividends, loans, and advances from the Bank to the Company. Generally, the Bank has the ability to pay dividends to the Company subject to minimum regulatory capital requirements.

Quarterly, the ALCO reviews the Company's liquidity needs and reports any findings (if required) to the Board of Directors.

**Capital Adequacy.** Total shareholders' equity was \$172.3 million at March 31, 2019, compared to \$167.0 million at December 31, 2018. The Company's equity increased primarily as a result of an increase in earnings. The ratio of total equity to total assets amounted to 8.06% at March 31, 2019 and 7.95% at December 31, 2018. Book value per share at March 31, 2019 and December 31, 2018 amounted to \$41.78 and \$40.67, respectively.

The Company and the Bank are subject to various regulatory capital requirements. As of March 31, 2019, the Company and the Bank exceeded the regulatory minimum levels to be considered "well-capitalized." See Item 1 - Notes to Unaudited Consolidated Financial Statements – Note 13 – Shareholders' Equity.

## FINANCIAL INSTRUMENTS WITH OFF-BALANCE-SHEET RISK

The Company is party to financial instruments with off-balance-sheet risk in the normal course of business to meet the financing needs of its customers. These financial instruments primarily include commitments to originate and sell loans, standby letters of credit, unused lines of credit, and unadvanced portions of construction loans. The instruments involve, to varying degrees, elements of credit and interest rate risk in excess of the amount recognized in the consolidated balance sheet. The contract or notional amounts of those instruments reflect the extent of involvement the Company has in these particular classes of financial instruments.

The Company's exposure to credit loss in the event of nonperformance by the other party to the financial instrument for loan commitments, standby letters of credit and unadvanced portions of construction loans is represented by the contractual amount of those instruments. The Company uses the same credit policies in making commitments and conditional obligations as it does for on-balance-sheet instruments.

**Off-Balance-Sheet Arrangements.** Our significant off-balance-sheet arrangements consist of the following:

- commitments to originate and sell loans,
- standby and commercial letters of credit,
- unused lines of credit,
- unadvanced portions of construction loans,
- unadvanced portions of other loans,

- loan related derivatives, and
- risk participation agreements.

Off-balance-sheet arrangements are more fully discussed within Note 11 – Financial Instruments with Off-Balance-Sheet Risk.

**Item 3. Quantitative and Qualitative Disclosures about Market Risk.**

The information required by this item is included in Item 2 of this report under “Market Risk and Liability Management.”

**Item 4. Controls and Procedures.**

*Conclusion Regarding the Effectiveness of Disclosure Controls and Procedures.* As of March 31, 2019, the Company carried out an evaluation, under the supervision and with the participation of the Company's management, including its Chief Executive Officer and its Chief Financial Officer, of the effectiveness of the Company's disclosure controls and procedures (as defined in Rules 13a-15(e) or 15d-15(e) of the Securities Exchange Act of 1934). Based on this evaluation, the Company's Chief Executive Officer and Chief Financial Officer concluded that the Company's disclosure controls and procedures were effective as of March 31, 2019 for recording, processing, summarizing, and reporting the information the Company is required to disclose in the reports it files under the Securities Exchange Act of 1934, within the time periods specified in SEC rules and forms.

The effectiveness of a system of disclosure controls and procedures is subject to various inherent limitations, including cost limitations, judgments used in decision making, assumptions about the likelihood of future events, the soundness of our systems, the possibility of human error, and the risk of fraud. Moreover, projections of any evaluation of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions and the risk that the degree of compliance with policies or procedures may deteriorate over time. Due to such inherent limitations, there can be no assurance that any system of disclosure controls and procedures will be successful in preventing all errors or fraud or in making all material information known in a timely manner to the appropriate levels of management.

*Changes in Internal Controls over Financial Reporting.* During the period ended March 31, 2019, there were no changes in the Company's internal control over financial reporting that have materially affected, or are reasonably likely to materially affect, the Company's internal control over financial reporting.

## PART II—OTHER INFORMATION

### Item 1. Legal Proceedings.

From time to time, the Company and its subsidiaries may be parties to various claims and lawsuits arising in the ordinary course of their normal business activities. Although the ultimate outcome of these suits, if any, cannot be ascertained at this time, it is the opinion of management that none of these matters, even if it resolved adversely to the Company, will have a material adverse effect on the Company's consolidated financial position. The Company is not currently party to any pending legal proceedings.

### Item 1A. Risk Factors.

Please read "Risk Factors" in the Company's Annual Report on Form 10-K for the fiscal year ended December 31, 2018. There have been no material changes since this 10-K was filed. These risks are not the only ones facing the Company. Additional risks and uncertainties not currently known to the Company or that the Company currently deems to be immaterial also may materially adversely affect the Company's business, financial condition, and operating results.

### Item 2. Unregistered Sales of Equity Securities and Use of Proceeds.

The following table sets forth the information regarding the Company's repurchases of its common stock during the three months ended March 31, 2019:

Period	Total Number of Shares Repurchased <sup>(1)</sup>	Weighted Average Price Paid Per Share
January 1 to January 31, 2019	3,628	\$ 75.67
February 1 to February 28, 2019	184	\$ 79.27
March 1 to March 31, 2019	3,656	\$ 82.63
Total	<u>7,468</u>	

- (1) Shares repurchased by the Company relate to shares tendered by employees to pay their income tax liability on current period RSA, RSU, or PRSU vestings.

The Company does not currently have a stock repurchase program or plan in place.

### Item 3. Defaults Upon Senior Securities

None.

### Item 4. Mine Safety Disclosures.

Not applicable.

### Item 5. Other Information.

None.



**Item 6. Exhibits.**

Furnish the exhibits required by Item 601 of Regulation S-K (§ 229.601 of this chapter).

<b>Exhibit Number</b>	<b>Description</b>
10.20*	<a href="#"><u>Short-Term Incentive Plan (effective January 1, 2019)</u></a>
10.21*	<a href="#"><u>Long-Term Incentive Plan (effective January 1, 2019)</u></a>
31.1*	<a href="#"><u>Certification of Principal Executive Officer Pursuant to Rules 13a-14(a) and 15d-14(a) under the Securities Exchange Act of 1934, as Adopted Pursuant to Section 302 of the Sarbanes-Oxley Act of 2002.</u></a>
31.2*	<a href="#"><u>Certification of Principal Financial Officer Pursuant to Rules 13a-14(a) and 15d-14(a) under the Securities Exchange Act of 1934, as Adopted Pursuant to Section 302 of the Sarbanes-Oxley Act of 2002.</u></a>
32.1*	<a href="#"><u>Certification of Principal Executive Officer Pursuant to 18 U.S.C. Section 1350, as Adopted Pursuant to Section 906 of the Sarbanes-Oxley Act of 2002.</u></a>
32.2*	<a href="#"><u>Certification of Principal Executive Officer Pursuant to 18 U.S.C. Section 1350, as Adopted Pursuant to Section 906 of the Sarbanes-Oxley Act of 2002.</u></a>
101.INS	XBRL Instance Document
101.SCH	XBRL Taxonomy Extension Schema Document
101.CAL	XBRL Taxonomy Extension Calculation Linkbase Document
101.DEF	XBRL Taxonomy Extension Definition Linkbase Document
101.LAB	XBRL Taxonomy Extension Label Linkbase Document
101.PRE	XBRL Taxonomy Extension Presentation Linkbase Document

\* Filed herewith.

## SIGNATURES

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned thereunto duly authorized.

May 9, 2019

### CAMBRIDGE BANCORP

By: /s/ Denis K. Sheahan

Denis K. Sheahan  
Chairman, Chief Executive Officer  
(Principal Executive Officer)

May 9, 2019

By: /s/ Michael F. Carotenuto

Michael F. Carotenuto  
Chief Financial Officer  
(Principal Financial Officer and Principal Accounting Officer)

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## Section 2: EX-10.20 (EX-10.20)

Ex: 10.20



# Annual Executive Short-Term Incentive Plan Plan Summary 2019

## Introduction and Objective

Cambridge Trust's Annual Incentive Plan is designed to recognize and reward management for their collective contributions to the Bank's success. The Plan focuses on financial measures that are critical to the Bank's growth and profitability. Individually and collectively, we all have the ability to influence and drive our success. When Cambridge Trust succeeds, our employees will succeed. This document summarizes the elements and features of the Plan.

In short, the objectives of the Incentive Plan are to:

- Focus executive attention on key business metrics.
- Align pay with organizational and individual performance.
- Encourage teamwork and collaboration across all areas of the Bank. Our collective contributions will drive improved business results.
- Motivate and reward the achievement of specific and measurable performance objectives.
- Provide competitive total cash compensation.
- Provide significant reward for achieving and exceeding performance results.
- Enable the Bank to attract and retain the talent needed to drive success.

## Eligibility

- Employees hired during the Plan year will receive pro-rated awards based on their month of hire.
- Participants must be an active employee as of the last day of the measurement period to receive an award, unless they terminate due to death or disability (as determined by the company). Individuals who terminate for these reasons during the plan year will receive a pro-rated award as further explained in the Terms and Conditions of this plan.

## Performance Period

The performance period and plan operates on a calendar year basis (January 1 – December 31). Actual payout awards are made in cash following year-end after Cambridge Bancorp's financial results and performance are known.

## Incentive Payout Opportunity

Each participant will have a target incentive opportunity based on his/her role. The target incentive will reflect a percentage of base salary and be determined consistent with competitive market practices. Actual awards will vary based on achievement of specific goals. The opportunity reflects a range of potential awards. Actual awards may range from 0% of target (for not achieving threshold performance) to 150% of target (for stretch performance).

The table on Exhibit A summarizes the incentive ranges for the 2019 Plan year.

## Incentive Plan Measures

Each participant will have defined performance goals that will determine his/her annual incentive award. There are two performance categories: Bank and Individual. The table on Exhibit A provides guidelines for the allocation of participant's incentives for each performance component. The specific allocation of goals will be weighted to reflect the focus and contribution for each role/level in the Bank. Weightings for each performance goal will be determined for each participant at the beginning of each plan year.

Plan Trigger: In order for the Annual Incentive Plan to 'activate', Cambridge Trust must achieve at least 50% of its targeted operating income before securities gains and losses. If the Bank does not meet this level, the plan will only pay awards at the Committee's discretion.

### Bank Performance

The Bank performance goals for 2019 are Return on Equity (After-Tax) and Pre-tax Operating Income. The ROE (after-tax) performance will be compared to budget but will only pay out if the Bank's ROE is at the 75<sup>th</sup> percentile or higher vs. peers. The peer index is defined as Commercial Banks with assets \$500M - \$5B, located in the Northeast (CT, MA, ME, NH, NJ, NY, PA, RI and VT) and traded on NYSE, NASDAQ, and OTCBB. The operating income goal will be tied to Cambridge Trust's fiscal year budget and reflects operating income prior to security gains/losses and taxes and other extraordinary items.

The table below shows the specific performance goal at threshold, target and stretch for 2019. A minimum achievement of threshold level performance is required for the plan to pay for each component.

Bank Performance	2019 Performance Goals		
Measures	Threshold	Target	Stretch
Return on Equity (after tax)	80% - No Payout if below 75 <sup>th</sup> Percentile of Peer Index Performance	Per Budget	120% of Budgeted ROE (after tax)
Operating Income (before security gains/ losses and taxes)	50%	Per Budget	120%

### Individual Performance

In addition to the Bank performance, participants will have individual goals (up to 5 key objectives) that will focus on either department/team performance (e.g. lending growth, deposit growth) and/or individual performance. The mix of these goals will vary by role. Where possible, performance targets and ranges for each measure will be set at the beginning of the plan year. If performance-to-goal cannot be quantified, Committee discretion will be used to evaluate goal attainment as follows:

Performance	Did not Achieve	Partially Achieved	Fully Achieved	Clearly Exceeded
Award as % of Target	0% to 25%	26% to 90%	91% to 110%	111% to 150%

Discretion within performance zones will allow for the quality of the result and the impact of external circumstances on performance. For example, if the CEO made great progress toward goal attainment under difficult circumstances, he might receive an award of 85%, even though the goal was not reached. The same CEO progress toward goal attainment reached under favorable circumstances might only result in a 30% award.

## Payouts

Payouts will be made in cash as soon as possible after the closing of Bank financials each year but typically during the month of February. Awards are calculated based on actual performance relative to target. For Bank goals, achieving threshold performance will pay out at 50% of target incentive, target performance will pay out 100% of target, and stretch performance will pay out at 150% of target incentive. Performance below threshold will result in a 0% payout.

Actual payouts for each performance goal will be interpolated between threshold, target and stretch levels to reward incremental improvement. Payouts are assessed by component such that one goal may achieve stretch and another may achieve only threshold for individual goals, the range of payout will be 0%- 150% in accordance with the payout grid above.

## Illustration

The table below is an illustration of a simple plan design for a SVP (Tier 4) with a base salary of \$150,000 and an incentive target of 35% of base salary (\$52,500). Goals and weightings are for illustration purposes only. This example assumes that Cambridge Trust's Peer Index ROE performance was at or higher than the 75<sup>th</sup> percentile and that the Operating Income met the budgeted target.

Participant Goals				Performance and Payout		
Performance Measure	Performance Goal <i>threshold/target/stretch</i>	Weight	\$	Actual Performance	Payout Allocation <i>(0% - 150%)</i>	Payout (\$)
ROE (after tax)	8.8% / 11% / 13.2%	37.5%	\$19,687	8.8%	50%	\$9,844
Operating Income	\$13.3M / \$16.6M / \$19.9M	37.5%	\$19,687	\$16.6M	100%	\$19,687
Individual performance Goals	TBD	25%	\$13,125	Stretch	150%	\$19,687
TOTAL		100%	\$52,500	90% payout		\$49,218

This participant's payout of \$49,218 is 90% of target. The payout reflects Cambridge Trust's ROE performance at "threshold", Operating Income at target and one Individual goal at stretch and another that was not achieved.

## Terms and Conditions

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### Effective Date

This Program is effective January 1, 2019 to reflect plan year January 1, 2019 to December 31, 2019. The Plan is reviewed and approved annually by the Bank's Compensation Committee to ensure proper alignment with the Bank's business objectives. Cambridge Trust retains the rights as described below to amend, modify or discontinue the Plan at any time during the specified period. The Incentive Plan will remain in effect until December 31, 2019.

### Program Administration

The Plan is authorized by the Compensation Committee, which reports to the Board of Directors. The Compensation Committee has the sole authority to interpret the Plan and to make or nullify any rules and procedures, as necessary, for proper administration. Any determination by the Committee will be final and binding on all participants.

### Program Changes or Discontinuance

Cambridge Trust has developed the plan based on existing business, market and economic conditions. If substantial changes occur that affect these conditions, Cambridge Trust may add to, amend, modify or discontinue any of the terms or conditions of the plan at any time.

The Compensation Committee and Board of Directors also have the ability to adjust/modify or cancel plan payouts to reflect results from regulatory and/or safety and soundness exams.

The Compensation Committee may, at its sole discretion, waive, change or amend the Plan, as it deems appropriate.

### Incentive Award Payments

Awards will be paid as a cash bonus before the end of the first quarter following the Plan year. Awards will be paid out as a percentage of a participant's base salary earned during the year as of December 31 for a given calendar year. Incentive awards will be considered taxable income to participants in the year paid and will be subject to withholding for required income and other applicable taxes.

Any rights accruing to a participant or his/her beneficiary under the Plan shall be solely those of an unsecured general creditor of Cambridge Trust. Nothing contained in the Plan, and no action taken pursuant to the provisions hereof, will create or be construed to create a trust of any kind, or a pledge, or a fiduciary relationship between Cambridge Trust or the CEO and the participant or any other person. Nothing herein will be construed to require Cambridge Trust or the CEO to maintain any fund or to segregate any amount for a participant's benefit.

### New Hires, Promotions, and Transfers

New participants will receive a pro rata incentive award based on their month of hire during their initial Plan year.

A participant whose work schedule changes during the Plan year will be eligible for prorated treatment that reflects his/her time in the different schedules.

If a participant changes his/her role or is promoted during the Plan year, he/she will be eligible for the new role's target incentive award on a pro rata basis (i.e. the award will be prorated based on the number of months employed in the respective positions.)

#### Termination of Employment

If a Plan participant is terminated by the Bank for any other reason than retirement, death or disability prior to award payouts, no incentive award will be paid. To encourage employees to remain in the employment of Cambridge Trust, a participant must be an active employee of the Bank at the time of the award. (See exceptions for death and disability.)

#### Retirement, Disability and Death

Individuals who will be retiring must be an active employee as of December 31 of the plan year in order to receive a payout. If an employee retires prior to this date, the individual will not receive an award. For the purposes of this plan, retirement is defined as age 65; consistent with guidelines established in Cambridge Trust's existing retirement plan(s).

If a participant is disabled by an accident or illness, and is disabled long enough to be placed on long-term disability, his/her bonus award for the Plan period shall be prorated so that no award will be earned during the period of long-term disability.

In the event of death, Cambridge Trust will pay to the participant's estate the pro rata portion of the award that had been earned by the participant.

#### Ethics and Interpretation

If there is any ambiguity as to the meaning of any terms or provisions of this plan or any questions as to the correct interpretation of any information contained therein, the Bank's interpretation expressed by the Compensation Committee will be final and binding.

The altering, inflating, and/or inappropriate manipulation of performance/financial results or any other infraction of recognized ethical business standards will subject the employee to disciplinary action up to and including termination of employment. In addition, any incentive compensation as provided by the plan to which the employee would otherwise be entitled will be revoked.

Participants who have willfully engaged in any activity, injurious to the Bank, will upon termination of employment, death, or retirement, forfeit any incentive award earned during the award period in which the termination occurred.

#### Clawback

In the event that Cambridge Trust is required to prepare an accounting restatement due to a significant error, omission or fraud (as determined by the members of the Compensation Committee or the Board of Directors), each executive officer who is considered a member of "Senior Management" shall reimburse the Bank for part or the entire incentive award made to such executive officer on the basis of having met or exceeded specific targets for performance periods. For purposes of this policy, (i) the term "incentive awards" means awards under the Bank's Annual Incentive Plan (AIP), the amount of which is determined in whole or in part upon specific performance targets relating to the financial results of the Bank; and (ii) the term "Senior Management" means employees in SVP roles and above who are eligible to *participate* in the Bank's Annual Incentive Plan (AIP). The Bank may seek to reclaim incentives within a three-year period of the incentive payout, even if the participant has terminated employment.

## Miscellaneous

The Plan will not be deemed to give any participant the right to be retained in the employ of Cambridge Trust, nor will the Plan interfere with the right of Cambridge Trust to discharge any participant at any time.

In the absence of an authorized, written employment contract, the relationship between employees and Cambridge Trust is one of at-will employment. The Plan does not alter the relationship.

This incentive plan and the transactions and payments hereunder shall, in all respect, be governed by, and construed and enforced in accordance with the laws of the state of Massachusetts.

Each provision in this Plan is severable, and if any provision is held to be invalid, illegal, or unenforceable, the validity, legality and enforceability of the remaining provisions shall not, in any way, be affected or impaired thereby.

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## Section 3: EX-10.21 (EX-10.21)

Ex: 10.21

### CAMBRIDGE BANCORP 2019 Long-Term Incentive Plan Summary

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#### Eligibility

The senior executives of the organization are eligible to participate in the long-term incentive plan as determined by the compensation committee.

#### LTIP Overview

The long-term incentive plan ("LTIP") is based on a target long term incentive dollar value to be issued as 25% time-based restricted stock units (RSUs) and 75% performance-vested restricted stock units (RSUs) award. The 25% time-based RSU will vest ratably over a period of three years. The 75% performance based RSUs will vest based on the Company's 3-year performance against the predefined metrics. If the performance metrics exceed target, additional RSUs will be awarded. If the performance metrics are not satisfied at target, some or all of the RSUs will be lost. If the performance metrics are satisfied at target, no further adjustment will be made to the RSUs.

The RSU award will be made promptly after the Compensation Committee approves the LTIP opportunity ranges, peer group index and performance metrics applicable for the current year's LTIP program.

#### Determination of LTIP Target Opportunity

The LTIP target opportunity for the executives is determined based on a recommendation to the Compensation Committee by an independent executive compensation consultant. Typically, the LTIP target opportunity is communicated to each employee during the first quarter of the year. For 2019, the targets have been expressed in dollar values as shown in the table below.

The RSUs will be issued under the Cambridge Bancorp 2017 Equity and Cash Incentive Plan. The dollar value will be converted to RSUs by dividing the dollar value by the NASDAQ closing price of the stock on the date of issue as approved by the Compensation Committee. Fractional unit shall be rounded up to the nearest whole unit.

#### Time-Vested RSUs

Time-Vested Restricted Stock Units will vest ratably over a period of three years (i.e. a portion of the time based award vest each year during the service period). While unvested, these shares will have no voting rights nor be eligible to receive dividend payments. Dividend payments will be accrued over the vesting period and paid when the shares become vested.

#### Performance Based RSUs

Performance-Based RSUs are designed to reward future performance and align management's interests with those of



shareholders through the achievement of predefined performance criteria. The awards are measured over a 3-year performance period that begins as of January 1 of the year in which the RSUs are granted (the "Performance Period"). The achievement of the performance criteria is based on two factors 1. Cambridge Bancorp's 3-year average return on assets ("ROA") and 2. Cambridge Bancorp's 3-year average diluted earnings per share ("EPS") growth. These measures are equally weighted and the extent to which the threshold, target or stretch opportunity is achieved is relative to a peer group index selected by the Compensation Committee prior to the RSU award being issued.

CAMBRIDGE BANCORP  
2019 Long-Term Incentive Plan Summary

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Determination of Performance-Based RSU Payout

The final RSU payout will be determined following the end of the Performance Period based on Cambridge Bancorp's actual performance of each of the performance metrics as compared to the peer group index. The size of the final RSU payout can range from loss of all of the RSUs (if the threshold target for neither performance measure is achieved) to 200% of the original RSU award, based upon actual performance for each metric. RSUs will settle by delivery of the calculated number of shares of Cambridge Bancorp stock that corresponds to the final number of vested RSUs. This determination is generally made by the Compensation Committee during the second quarter of the year following the end of the Performance Period.

The settlement of RSUs will result in compensation income and is subject to applicable tax reporting and withholding.

Assuming no change in the value of the stock price, the value of the potential RSU payout ranges from 0% of target (threshold) to 200% of target (stretch). Results in between the threshold and stretch goals will be interpolated.

While unvested, these shares will have no voting rights nor be eligible to receive dividend payments. Dividend payments will be accrued over the vesting period and paid when the shares become vested.

*^ If threshold goals are not satisfied or are only satisfied at threshold (25%) no LTIP opportunity is available and all RSUs will be forfeited.*

*^^ If the stretch goal is satisfied, the final RSU payout will be 200% of target (e.g. 200% x 100,000 = \$200,000. In no event will the final RSU payout exceed 200% of the target percentage.*

Performance Metrics

The table below summarizes the measurement and payout ranges for the LTIP program. Performance falling in between the ranges will be calculated based on interpolation.

Performance is measured relative to a peer group index as approved by the compensation committee, which will be defined in the Restricted Stock Unit Agreement, but generally consists of publicly traded commercial banks located in the Northeast with assets between \$500 million and \$5 billion.

Each of the 2 performance measures – the 3-year average ROA and the 3-year average diluted EPS growth – will be equally weighted, so that each will account for 50% of the performance used to determine payout. In addition, the threshold level of performance must be met on at least one metric in order to receive any payout.

Note: The final number of vested RSUs is calculated on the basis of each individual metric, and then averaged to calculate the final payout. Any resulting fractional share that would be issued on settlement of a vested RSU will be round up to the nearest whole share.

CAMBRIDGE BANCORP  
2019 Long-Term Incentive Plan Summary

	Threshold	Target	Stretch
Relative 3-year average ROA and 3-year average diluted EPS growth	25 <sup>th</sup> percentile	50 <sup>th</sup> percentile	90 <sup>th</sup> percentile
Payout	0% of award	100% of award	200% of award

Termination of Employment During Performance Period

Except as provided below, if a participant's employment is terminated prior to the end of the Performance Period related to an RSU award, the RSU award will be forfeited.

*Special rule in the case of death or disability:* If an employee terminates employment as a result of death or disability during the Performance Period, his or her RSU award will be deemed to have satisfied the performance metrics at target. The RSU award will immediately vest and settle in shares of Cambridge Bancorp stock. If death occurs following the end of the Performance Period but before final settlement of the RSU, the employee's estate will be entitled to any applicable payout.

*Effective with respect to RSUs issued and outstanding on or after November 15, 2018:* In the event an employee terminates employment for reason of retirement (as defined in the Restricted Stock Unit Agreement) or involuntary termination for any reason other than "cause" (or death or disability), he or she will remain entitled to a *pro-rata* portion of the target RSU award, based on full months of service during the Performance Period. The balance of the RSUs shall be forfeited. The remaining RSU award will remain subject to the satisfaction of the applicable performance criteria. To the extent the performance criteria are satisfied, a final number of RSUs will vest and be paid out based on the application of the performance criteria to the employee's *pro-rated* RSU award.

In the case of death or disability all outstanding RSUs will become fully vested as of the date of death or disability.

Change in Control

In the event of a Change in Control (as defined in the Restricted Stock Unit Agreement) prior to the end of the Performance Period, the number of RSUs that shall be deemed vested (in no event greater than 200% of target) shall be determined by the Compensation Committee in its discretion. If any RSU award is deemed vested by the Compensation Committee, the award shall be immediately settled in shares of Cambridge Bancorp stock upon the closing of the Change in Control transaction.

Illustration 1: Achievement of Performance Metrics at Target

Executive: Executive A      Base Salary: \$225,000      Target LTI: \$100,000

Target LTIP Opportunity: \$100,000

Assumed Stock Price: \$80.00

Initial RSU Award (rounded up to the nearest share): 1,250 shares (\$100,000/\$80.00)

CAMBRIDGE BANCORP  
2019 Long-Term Incentive Plan Summary

Assuming that each of the 3-year average ROA and 3-year average diluted EPS growth were at the 50<sup>th</sup> percentile (target) and using the table above, the RSU payout is 100% of the target award. Therefore, the 1,250 RSUs will vest and settle by delivery of 1,250 shares (1,250 RSUs x 100% payout) of Cambridge Bancorp stock.

*Conclusion: The total number of RSUs received as a result of meeting the performance metrics was 1,250. Assuming no stock price movement, the total value of this award is \$100,000, which reflects 100% of the initial LTIP opportunity (adjusted for rounding). Assuming that the price of our stock had instead appreciated to \$85.00/share, the total value of this award is \$106,250, which reflects 100% of the initial LTIP opportunity of \$100,000 (adjusted for rounding) plus stock price appreciation.*

Illustration 2: Achievement of Performance Metrics at Threshold

Executive: Executive B      Base Salary: \$225,000      Target LTI: \$100,000

Target LTIP Opportunity: \$100,000

Assumed Stock Price: \$80.00

Initial RSU Award (rounded up to the nearest share): 1,250 RSUs (\$100,000/\$80.00)

Assuming that each of the 3-year average ROA and 3-year average diluted EPS growth were at the 25<sup>th</sup> percentile (threshold) and using the table above, the RSU payout is 0% of the target award. Therefore, all RSUs would be forfeited.

Illustration 3: Achievement of Performance Metrics at Target; Involuntary Termination "Not for Cause" or Retirement after 27 Months

Executive: Executive C      Base Salary: \$225,000      Target LTI: \$100,000

Target LTIP Opportunity: \$100,000

Assumed Stock Price: \$80.00

Initial RSU Award (rounded up to the nearest share): 1,250 shares

Partial Forfeiture for Termination: As applied to the initial 1,250 RSU award, 27 months of completed service divided by 36 month performance period results in an adjusted RSU award of 75% of the original (27/36); the balance of the initial RSU award (25%) is forfeited. Therefore, this former employee remains the holder of 937.5 (rounded to 938) RSUs.

Assuming that each of the 3-year average ROA and 3-year average diluted EPS growth were at the 50<sup>th</sup> percentile (target) and using the table above, the RSU payout is 100% of the adjusted RSU award. Therefore, 938 RSUs will vest and settle by delivery of 938 shares (938 RSUs x 100% payout) of Cambridge Bancorp stock.

*Conclusion: 100% of the initial RSUs are available as a result of meeting the target performance metrics. But due to the employee's termination, he or she is eligible for only 75% of the initial RSU award (1,250 RSUs x 75%). Assuming no movement in our stock price, the total value of this award is \$75,040 (938 RSUs x \$80/share), even though the employee has terminated employment.*

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## Section 4: EX-31.1 (EX-31.1)

Exhibit 31.1

**CERTIFICATION PURSUANT TO  
RULES 13a-14(a) AND 15d-14(a) UNDER THE SECURITIES EXCHANGE ACT OF 1934,  
AS ADOPTED PURSUANT TO SECTION 302 OF THE SARBANES-OXLEY ACT OF 2002**

I, Denis K. Sheahan, Chief Executive Officer of Cambridge Bancorp, certify that:

1. I have reviewed this Quarterly Report on Form 10-Q, for the period ended March 31, 2019, of Cambridge Bancorp;
2. Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered

by this report;

3. Based on my knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the registrant as of, and for, the periods presented in this report;
4. The registrant's other certifying officer and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rules 13a-15(e) and 15d-15(e)) and internal control over financial reporting (as defined in Exchange Act Rules 13a-15(f) and 15d-15(f)) for the registrant and have:
  - (a) Designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the registrant, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared;
  - (b) Designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;
  - (c) Evaluated the effectiveness of the registrant's disclosure controls and procedures and presented in this report our conclusions about the effectiveness of the disclosure controls and procedures, as of the end of the period covered by this report based on such evaluation; and
  - (d) Disclosed in this report any change in the registrant's internal control over financial reporting that occurred during the registrant's most recent fiscal quarter (the registrant's fourth fiscal quarter in the case of an annual report) that has materially affected, or is reasonably likely to materially affect, the registrant's internal control over financial reporting; and
5. The registrant's other certifying officer and I have disclosed, based on our most recent evaluation of internal control over financial reporting, to the registrant's auditors and the audit committee of the registrant's board of directors (or persons performing the equivalent functions):
  - (a) All significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the registrant's ability to record, process, summarize and report financial information; and
  - (b) Any fraud, whether or not material, that involves management or other employees who have a significant role in the registrant's internal control over financial reporting.

May 9, 2019

By: /s/ Denis K. Sheahan

Denis K. Sheahan  
Chairman, Chief Executive Officer  
(Principal Executive Officer)

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## Section 5: EX-31.2 (EX-31.2)

**Exhibit 31.2**

**CERTIFICATION PURSUANT TO  
RULES 13a-14(a) AND 15d-14(a) UNDER THE SECURITIES EXCHANGE ACT OF 1934,  
AS ADOPTED PURSUANT TO SECTION 302 OF THE SARBANES-OXLEY ACT OF 2002**

I, Michael F. Carotenuto, Chief Financial Officer of Cambridge Bancorp, certify that:

1. I have reviewed this Quarterly Report on Form 10-Q, for the period ended March 31, 2019, of Cambridge Bancorp;
2. Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report;
3. Based on my knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the registrant as of, and for, the periods presented in this report;
4. The registrant's other certifying officer and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rules 13a-15(e) and 15d-15(e)) and internal control over financial reporting (as defined in Exchange Act Rules 13a-15(f) and 15d-15(f)) for the registrant and have:
  - (a) Designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the registrant, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared;
  - (b) Designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;
  - (c) Evaluated the effectiveness of the registrant's disclosure controls and procedures and presented in this report our conclusions about the effectiveness of the disclosure controls and procedures, as of the end of the period covered by this report based on such

evaluation; and

- (d) Disclosed in this report any change in the registrant's internal control over financial reporting that occurred during the registrant's most recent fiscal quarter (the registrant's fourth fiscal quarter in the case of an annual report) that has materially affected, or is reasonably likely to materially affect, the registrant's internal control over financial reporting; and
5. The registrant's other certifying officer and I have disclosed, based on our most recent evaluation of internal control over financial reporting, to the registrant's auditors and the audit committee of the registrant's board of directors (or persons performing the equivalent functions):
- (a) All significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the registrant's ability to record, process, summarize and report financial information; and
- (b) Any fraud, whether or not material, that involves management or other employees who have a significant role in the registrant's internal control over financial reporting.

May 9, 2019

By: /s/ Michael F. Carotenuto  
Michael F. Carotenuto  
Chief Financial Officer  
(Principal Financial Officer and Principal Accounting Officer)

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## Section 6: EX-32.1 (EX-32.1)

**Exhibit 32.1**

**CERTIFICATION PURSUANT TO  
18 U.S.C. SECTION 1350, AS ADOPTED PURSUANT TO  
SECTION 906 OF THE SARBANES-OXLEY ACT OF 2002**

In connection with the Quarterly Report on Form 10-Q of Cambridge Bancorp (the "Company") for the period ending March 31, 2019 as filed with the Securities and Exchange Commission on the date hereof (the "Report"), I hereby certify, pursuant to 18 U.S.C. § 1350, as adopted pursuant to § 906 of the Sarbanes-Oxley Act of 2002, that:

- (1) The Form 10-Q Report fully complies with the requirements of section 13(a) or 15(d) as applicable, of the Securities Exchange Act of 1934, as amended; and
- (2) The information contained in the Form 10-Q Report fairly presents, in all material respects, the financial condition and results of operations of the Company.

May 9, 2019

By: /s/ Denis K. Sheahan  
Denis K. Sheahan  
Chairman, Chief Executive Officer  
(Principal Executive Officer)

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## Section 7: EX-32.2 (EX-32.2)

**Exhibit 32.2**

**CERTIFICATION PURSUANT TO  
18 U.S.C. SECTION 1350, AS ADOPTED PURSUANT TO  
SECTION 906 OF THE SARBANES-OXLEY ACT OF 2002**

In connection with the Quarterly Report on Form 10-Q of Cambridge Bancorp (the "Company") for the period ending March 31, 2019 as filed with the Securities and Exchange Commission on the date hereof (the "Report"), I hereby certify, pursuant to 18 U.S.C. § 1350, as adopted pursuant to § 906 of the Sarbanes-Oxley Act of 2002, that:

- (1) The Form 10-Q Report fully complies with the requirements of section 13(a) or 15(d) as applicable, of the Securities Exchange Act of 1934, as amended; and
- (2) The information contained in the Form 10-Q Report fairly presents, in all material respects, the financial condition and results of operations of the Company.

May 9, 2019

By: /s/ Michael F. Carotenuto  
Michael F. Carotenuto  
Chief Financial Officer  
(Principal Financial Officer and Principal Accounting Officer)

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